EMPOWERMENT OF THE POOR, EXCLUDED AND MARGINALIZED


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Note from the Chairperson

As I began to write this note for PRIA’s Annual Report 2010-11, I realized that two major issues took most of the attention of the Governing Board during the year.

The first issue is related to increasing regulation of the civil society sector in the country. The new Foreign Contribution Regulation Act (FCRA) has been passed by Parliament, and its rules have since been notified by the Government of India. For a government that has been promoting open global markets, the rationale of some of the provisions of the new FCRA seem hard to understand. The new Direct Tax Code (DTC) is likely to be sent to Parliament for enactment. It will make civil society organizations liable to taxation under numerous counts, thereby severely restricting their freedom of operation and their non-profit mandates. The Governing Board of PRIA had the best professional advice available on these counts. We have decided to fulfill our statutory obligations, but will continue to struggle for our autonomy and pursuit of our mandates with integrity. Let me tell you, it’s a tough call today.

The second issue that received much of the Board’s attention is the new architecture and leadership in PRIA, a journey that started a year ago. The divisional architecture has been facing challenges from a rapidly changing environment, and the new leadership collective in PRIA is trying to cope with its own evolution and growth when revisiting PRIA’s traditional evolution. The Board has been patient, yet forthright; it has attempted to give clearer mandates and demanded stronger evidence of progress. Professional support has been offered from an external consultant to strengthen the processes of collective leadership and effective decision-making. Yet, the challenges of transition are enormous, both externally and internally. Who said it was going to be easy anyway?

As we survey the context in which civil society organizations like PRIA are working, there are dilemmas arising from increasing expectations to deliver more, on the one hand, and an enhanced sense of ambiguity about the directions we can choose to pursue, on the other. The national and international contexts are full of uncertain trends in which long-term strategic planning may be futile; yet, clarity of mandates to ensure equity and inclusion in development remains the focus of the directions to pursue, which is critical for ensuring coherence in PRIA’s work.

On behalf of the Governing Board and my own behalf, I want to acknowledge the sincerity with which the founder president of PRIA—Dr Rajesh Tandon—and colleagues in the Strategic Management Board (SMB) of PRIA—Kaustuv Bandyopadhyay, Martha Farrell, Mathai Joseph and Manoj Rai—have applied themselves to myriad challenges during the year. I want to thank PRIA’s partners who lend support during this tough transition period and to my fellow board members, on whom we all depend for advice when making tough choices and for steering and guiding PRIA’s quest for future leadership through their deepening commitment for PRIA.

Sheela Patel
Overview
For the past three decades, Society for Participatory Research in Asia (PRIA) has focused its efforts towards empowerment of the poor, excluded and the marginalized. The first decade of PRIA's work in the early 1980s gave major focus to promoting participation of the poor and the marginalized in planning, implementing and monitoring their own development projects. In so doing, PRIA developed a wide variety of methods, approaches and tools that promote participation in research, planning, monitoring and evaluation. Facilitating participatory learning for collectives of the poor and the marginalized, such that they could utilize their own knowledge and appropriate other knowledge to work towards claiming their developmental rights, became a unique feature of PRIA's work with a wide variety of protagonists—women, tribals, rural poor, workers in the formal and informal sectors of the economy. In addition to promoting such participatory approaches with voluntary organizations in India and South Asia, PRIA began to influence government agencies and international donors to incorporate processes which facilitated participation of the poor, excluded and marginalized into their projects and programmes.

In the first half of the 1990s, PRIA's efforts at mainstreaming participation of the poor and the marginalized began to be accepted by international actors, such as the World Bank. Through a process of global coalition, PRIA began to monitor and demand participation of the poor, excluded and marginalized in the shaping of national and global policies that had an impact on their lives. In addition, PRIA also began a process of documentation and systematization of emerging experiences from the grassroots in respect of civil society actions and innovations. The synthesis of these learnings was later utilized to advance knowledge on civil society in India and internationally, as well as work towards protecting and advancing democratic spaces for civil society engagements.

In the latter part of the last decade of the twentieth century, PRIA began to draw attention to understanding
the dynamics of governance in underpinning marginalization and under-development. By focusing its attention on making institutions of local governance (like panchayats and municipalities) democratically governed, PRIA's programmes began to mobilize extensive and intensive citizen engagement and participation, urging them to take control of such local government institutions and their mandates. The resultant experience saw PRIA recognize the need for building the capacity of such governance institutions themselves, in order that they deliver their constitutional mandates.

It was during this same period that PRIA's programmes began to look beyond the inclusion and participation of women within its programmatic areas and recognized the need to incorporate gender mainstreaming within institutions. This process has enabled PRIA to develop a critical analysis of institutions, their systems, policies and structures, and their programmes that perpetuate the social exclusion of one gender.

From focusing on panchayats to including municipalities, PRIA’s thrust on the empowerment of the urban poor recognized the need for promoting their participation in city planning and municipal governance, the dynamics of which had a deep impact on their lives. Beginning with its focus on governance where ‘poor people matter’, to ‘making democracy work for all citizens’, PRIA’s programmatic trajectory has been consistent with its original mandate of a process leading towards empowerment of the poor, excluded and the marginalized. Over the years, its core programmatic strategies have retained a combination of knowledge building, capacity enhancement and policy advocacy. In practice, its educational programmes have been expanded to now incorporate formal courses packaged into distance learning modules, including a degree programme, in addition to face-to-face capacity development workshops.

**PRIA’s ‘hybrid’ identity:**

- Promoting the empowerment of the poor and excluded in contemporary societies
- Application of knowledge building, capacity development and policy advocacy across all projects and programmes
- Working simultaneously at local, district, provincial, national, transnational and global levels
- Working with ‘demand side’ and ‘supply side’ of development and democracy

This brief recap of PRIA’s programmatic and methodological interventions is intended to focus on PRIA’s identity today as a ‘hybrid’ civil society organization. This evolving and contemporary identity of PRIA has its roots in the three decades of interventions and
learning which suggest that PRIA’s overarching objective of ‘promoting the empowerment of the poor and excluded in contemporary societies’ is a much more complex process in today’s context than when it first started. This overarching objective is the **first and most crucial layer** of its complex identity as an organization and the key reference point for all divisions in PRIA, their projects and programmes.

The **second layer** of PRIA’s complex identity is the application of the three strategies of knowledge building, capacity development and policy advocacy, across all projects and programmes. This is reflected in a combination of ways, sometimes starting from one and ending at another, sometimes vice-versa, and sometimes in an iterative and cyclical manner. Thus, research is integrated into PRIA’s programmes; systemization of knowledge from field practice in PRIA’s grassroots projects (as well as others) in the country (and elsewhere) is the basis for ‘participatory action research’ initiatives.

The **third layer** sees the three divisions of PRIA working simultaneously at the local, district, provincial, national, transnational and global levels. Interventions directly at the grassroots level mobilize the poor and excluded, and support civil society actors to engage at the grassroots level. PRIA also influences district administration to respond, and convenes common platforms at all levels to share multi-stakeholder experiences and uses the ensuing dialogue and information to influence policies.

The **fourth layer** sees PRIA’s activities mobilizing demand (to claim rights and entitlements) for democratic development and governance by working directly with citizens, their associations and collectives, civil society and its coalitions at local and other levels. Simultaneous activities aim to sensitize and enable the ‘supply side’ of development and democracy (duty holders) so that institutions and agencies of governance can empathize and adequately respond to the emerging demands of the poor and excluded.

In this year’s Annual Report, we contextualize and describe PRIA’s programmatic interventions during 2010-11; unravel the complexity of its layers; outline the hybrid character of PRIA’s work through its various layers defined by its overarching objective and strategies; explain the linkages between the different layers; and finally demonstrate that the impacts resulting from PRIA’s hybrid character are integrated and holistic in its mission of ‘promoting the empowerment of the poor and excluded in contemporary societies’.
Social Inclusion, Youth Leadership and Dalit Empowerment
Social Inclusion, Youth Leadership and Dalit Empowerment

- **Knowledge building and action research:** Study focusing on constitutional institutions in Rajasthan; Participatory study by 12 Scheduled Caste adolescent girls in Haryana; research study in partnership with local civil society on social exclusion in the context of accessing primary education in Bihar

- **Capacity building:** Capacity development interventions for dalit community-based organizations in Bihar; Prem Chadha Youth Leadership programme in Chhattisgarh, Jharkhand and Haryana

- **Policy advocacy:** Policy brief on strengthening Social Justice Committees discussed with the Government of Bihar and Ministry of Panchayati Raj, Government of India; State level multi-stakeholder dialogue in Rajasthan
The Annual Report 2009-10 described the activities undertaken by PRIA to support the processes of empowerment of dalit communities; some of these have been consolidated during this year. The activities of the programme on social inclusion have used all three strategies of knowledge building, capacity development and policy advocacy, at both provincial and national levels.

- Systematization of emerging lessons in strengthening Social Justice Committees in Bihar was undertaken and a policy brief discussed with the Government of Bihar.\(^1\) Taking this initiative further culminated in the presentation of a policy brief to the Ministry of Panchayati Raj, Government of India, which included synthesis of lessons from other states (Rajasthan, Gujarat and West Bengal).

- Following up on the collaboration with Dr Ambedkar Chairs in two Indian universities, a research study focusing on constitutional institutions – the State Commission for Scheduled Castes and Scheduled Tribes, State Human Rights Commission, State Commission for Women – and national development programmes (Scheduled Caste Sub Plan) was undertaken in Rajasthan, in partnership with Centre for Dalit Studies, Jaipur.\(^2\) The findings were published in *Ensuring Dalit Rights: A Study on the Role of Statutory Institutions In India* and discussed

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in a multi-stakeholder dialogue, chaired by Professor V.S. Vyas (Vice-Chairperson, State Planning Board), with participation of officials, media, academia and civil society on 2 December 2010.

- In collaboration with Ambedkar Chair in Kurukshetra University, PRIA conducted a study of the status of education of Dalit girl children in five districts in Haryana. The unique feature of this study was the fact that it was undertaken by 12 Scheduled Caste adolescent girls who had been given intensive training in undertaking research using participatory methodologies. These findings were shared with officials of the Haryana government in a meeting on 23 December 2010 within the university and published in a booklet in Hindi.³

- Capacity development interventions for dalit community-based organizations were designed and implemented in Bihar during the year to develop skills in accessing and implementing various schemes of the government. Forty-two participants from seven CBO networks in 12 districts (Patna, Begusarai, Purnia, Madhubani, Hajipur, Sitamadi, Jamui, Rohtas, Nawada, Nalanda, Banka and Bhagalpur) were provided inputs during the year, which developed their capacities on aspects such as planning processes, organizational structure, human resource development, training initiatives, budgeting, etc. Its success has generated demand for further capacity development in the state.

- An interesting offshoot of this process of capacity development was a research study conducted by PRIA in partnership with local civil society on social exclusion in the context of accessing primary education. The study was conducted in 40 schools of Rohtas, Vaishali and Madhubani districts. The findings of the study were discussed in a multi-stakeholder consultation held in December 2010 in Patna on ‘A Framework for Social Inclusion in Bihar’s Education’;⁴ it gained wide media coverage which generated further debate within the government on this issue.

- Youth leadership among Scheduled Caste communities was another important grassroots level intervention that has been initiated by PRIA, under the Prem Chadha Memorial Youth Leadership Programme. In the first round of this programme, a group of 18 tribal youth from Odisha, Chhattisgarh and Jharkhand spent a week in Delhi, in May

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2010, to learn about governance institutions and challenges in the context of life within their communities as well as at the provincial and national levels.

- This year the Prem Chadha Memorial Youth Leadership Programme was extended to include 24 Scheduled Caste youth from three districts of Haryana (Sirsa, Hisar and Mahendragarh).

- Besides this programme, two more batches, totaling 131 tribal youth in Chhattisgarh and Jharkhand, attended youth leadership development camps organized in January 2011. The sessions focusing on themes of personal health and life skills were rated by these participants as being the most useful.

While these initiatives and programmes focused on social inclusion at sub-national and national levels, PRIA also began to explore linkages in this area of our work at the trans-national level.

- A seminar on social inclusion was convened on 28 March 2011 where scholars from South Africa (Centre for Citizenship and Democracy, University of Western Cape) and India, as well as practitioners from India shared their knowledge on the dynamics and impacts of social exclusion and inclusion. A follow-up comparative enquiry is underway.

- As part of its educational interventions, PRIA is now developing a distance learning course on Social Inclusion and Local Governance (with support from SDC LogIn).
Gender Justice, Mainstreaming and Women’s Empowerment
Gender Justice, Mainstreaming and Women’s Empowerment

**Knowledge building:** Women’s political leadership and empowerment self-learning educational programme; study on understanding of sexual harassment issues within regulatory agencies (labour departments and state women’s commissions)

**Capacity development:** Campaign against sex selection and female foeticide in Haryana; Campaign on gender mainstreaming in panchayats in Rajasthan; Training of Trainers Programme for the women organizers of the Tibetan Government in Exile (TGIE) in India

**Policy advocacy:** Dialogue with the Rajasthan government and officials of various UN agencies to ensure provincial government support was made available to local functionaries

**Impacts:** PRIA is the only civil society organization invited to serve on the state level government committee in Haryana to formulate a new policy on sex selection and female foeticide; PRIA has been invited by several private businesses and the public sector to serve as third party on committees in cases on sexual harassment as well as undertake training
Empowerment of women, especially from the poor and marginalized communities, has been a prominent feature of PRIA’s interventions right from its inception. The intensive capacity building intervention for women’s political leadership and empowerment was an initiative that continued into this year as well, with improvements based on previous experiences and in a scaled-up mode, including women from three new states. The learning from this programme as well as the lessons gleaned through the capacity development of several thousands of elected women in the states of Rajasthan, Haryana, Madhya Pradesh, Chhattisgarh, Gujarat, Uttar Pradesh and Odisha has been encapsulated into a self-learning educational programme, which will be offered in a distance mode during the next year. The pilot testing of this programme is being conducted in Haryana which is one of the states where the programme originated. Subsequent to this, it will be offered to other civil society and educational institutions as a model to scale up. Thus, direct capacity development in the field has resulted in educational programmes and these initiatives will further enhance the capacities of many other women in this target group.

- The 2011 provisional national census data released in April has further confirmed the continued practices of sex selection and female foeticide in some of the richest regions of the country. Haryana’s sex ratio is now reported to be 877 females per 1,000 males. In continuation of PRIA’s campaign against such violent and gender discriminatory practices, the campaign in Sonepat district of Haryana was carried forward with greater involvement of colleges, district officials and media. More than 6000 households were directly approached; nearly 1000 college girls joined the campaign; the women’s network is now so active in the district that it has been recognized by the administration.
From orientation to capacity development, the activities undertaken in the programme have now become self-sustaining. Panchayat elections in Haryana held in 2009 were significantly influenced by this campaign, and many men and women candidates pledged to act against such violent practices.

- In recognition of its efforts on this issue in the state of Haryana, PRIA is the only civil society organization invited to serve on the state level government committee to formulate a new policy in this regard. This is another example of using grassroots capacity development of both demand and supply sides to identify and work towards policy reform agenda at the provincial level.

- Building on the partnership with UNFPA in Rajasthan initiated last year, PRIA’s campaign on gender mainstreaming in panchayats achieved great momentum during this year. A total of 21 civil society organizations in 21 districts of Rajasthan were covered through this collaboration. Using the tools of grassroots mobilization, capacity development and a media campaign, the programme addressed the twin challenges of sex selection (leading to female foeticide) as well as the urgent issue of low maternal health through the ownership and active engagement of panchayati raj institutions.

- Capacity development of a total of 1529 civil society activists, 891 elected panchayat leaders, 1556 members of Village Health & Sanitation Committees and 75 functionaries of government health departments was undertaken. Orientation of and subsequent support from the media significantly increased the outreach of the campaign throughout the state.

- Lessons that emerged from the field were used as the basis of dialogue with the state government and officials of various UN agencies. The suggestions that emerged from these meetings were pursued to ensure provincial government support was made available to local functionaries. This project is a classic example that entailed capacity development of both demand and supply sides at the district level and below, as well as efforts at policy advocacy at the state level based upon local experiences.

- As reported last year, PRIA’s efforts to prevent sexual harassment at the workplace have taken the form of a growing campaign. The website http://www.priacash.org and Facebook chapter has now become a source of interaction and information. PRIA has been invited by several private businesses and the public sector to serve as third party on committees in cases on sexual harassment as well as undertake training for their Complaints Committee members, and gender sensitivity programmes for the staff. Most importantly, a major campaign on sexual harassment was carried forward.
These efforts have had two major impacts:

- The Delhi Commission for Women has now approached PRIA to undertake a systematic orientation of all functionaries of the Delhi government in the coming year.

- The Airports Authority of India has commissioned PRIA to undertake the capacity building of 5000 employees in their Eastern (Kolkata) and Southern (Chennai) offices.

A major constraint in the prevention of sexual harassment at the workplace is lack of understanding of these issues within the regulatory agencies themselves. In order to develop this understanding, PRIA was invited by ILO to collaborate with them in undertaking a research study of labour departments and state women’s commissions across 12 states of India. The findings of the study (conducted with the law firm of Kocchar and Co.) have been shocking, as most labour commissioners and officers are not only ignorant of the Supreme Court Vishakha judgement but also show distinct antipathy towards such issues. The findings of the study have since been discussed with ILO. A meeting is to be convened to share the findings before the report is forwarded to the Ministry of Labour and Employment for further follow-up.

In continuation of its capacity development efforts on gender mainstreaming, PRIA conducted a Training of Trainers Programme for the women organizers of ten settlements of the Tibetan Government in Exile (TGIE) in India. Eighteen women representing the states of Himachal Pradesh, Delhi, Uttarakhand and Karnataka attended the programme held in PRIA in March 2011. This is in continuation of PRIA’s previous gender mainstreaming interventions with TGIE during the past three years. These women trainers are responsible for taking up women’s empowerment initiatives within their respective settlements.

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Municipal Reforms, City Planning and Empowerment of the Urban Poor
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**Action research:** Review of JnNURM in partnership with Deloitte for the states of Madhya Pradesh, Gujarat and Chhattisgarh; Evaluation of the sensitization campaign for reforms in delivery of basic services in Dehradun, Haridwar and Nainital; Study of rag-pickers in the towns of Patna and Raipur

**Knowledge building:** Work with Slum/Shack Dwellers International (SDI) in supporting their efforts to systematize their experiences from around the world

**Capacity development:** Work on demand and supply side of urban governance to improve the delivery of services to the urban poor in Bilaspur and Biharsharif

**Policy advocacy:** Sharing of pilot experiences and initial learning from Ranchi, Varanasi and Raipur with the state governments of Chhattisgarh, Jharkhand and Uttar Pradesh, and the national government; Findings of study of sensitization campaign shared with mayors and officials of Dehradun, Haridwar and Nainital; Findings of the rag-picker study discussed within the municipalities of Patna and Raipur; Using sports as a medium to bring together municipal officials and youth of the community in Biharsharif

**Impacts:** Citizen Charters developed and publicly notified in Raipur, Varanasi and Ranchi; single window grievance redressal system in Raipur municipality; Complaints handling systematized through a 24/7 helpline in Ranchi; Grievance handling decentralized to ward level in Varanasi; development and implementation of zonal and ward plans in Bilaspur and Biharsharif
Last year’s Annual Report described in some detail the rationale for the various interventions PRIA has been carrying out in the past decade to support the empowerment of the urban poor. The intervention to improve basic services (water and sanitation) for the poor in the cities of Raipur, Ranchi and Varanasi continued during this year. The most significant intervention was organizing local households into neighbourhood or area sabhas (committees). In addition to their orientation, these meetings identified issues and problems faced by the communities related to water supply and sanitation services.

Lessons learnt from initial experiences suggested that sensitization of councillors and municipal administrators was a necessary pre-condition for any face-to-face interface with the representatives of neighbourhood committees. During the interface dialogues, it was agreed that standards for service delivery and grievance redressal mechanisms need to be developed in each municipality. As a result of the positive discussions, Citizen Charters have been developed in each municipality and these have been publicly notified. In addition, Raipur municipality has developed a single window grievance redressal system; complaints handling in Ranchi has been systematized through a 24/7 helpline; in Varanasi, grievance handling has been decentralized to ward level to ensure quick response.

Sharing of these pilot experiences and initial learning was undertaken with the state governments of Chhattisgarh, Jharkhand and Uttar Pradesh, besides presentations being made to the national government.

Further advocacy is needed to institutionalize such reforms across municipalities.

- The Jawaharlal Nehru National Urban Renewal Mission (JnNURM) began six years ago as the first major national programme in urban development. While municipal reforms were an integral part of this initiative, most efforts have gone into infrastructure development in 63 selected cities. A concurrent review of the implementation of this programme, specially reforms that focus on slum improvements and those that enable the urban poor to access basic services, began last year; PRIA is undertaking this review in partnership with Deloitte for the states of Madhya Pradesh, Gujarat and Chhattisgarh. The initial findings reveal that implementation of community participation programmes and targeted BSUP (Basic Services for the Urban Poor) leaves much to be desired in these states.

- PRIA and its partner organisation HARC in Dehradun undertook an evaluation of the sensitization campaign for reforms in delivery of basic services in cities within the state of Uttarakhand. The research study assessed the efficacy of the information dissemination efforts of the municipalities of Dehradun, Haridwar and Nainital. Findings of these studies have been shared with mayors and officials of these municipalities.


8 For further details visit http://www.pria.org/en(mi-about-pria/mi-divisions/mi-alip/1264.
In order to further institutionalize systems of citizen engagement through interface with municipalities, efforts have been made to enable municipalities to arrange their own mechanisms to convene regular dialogues with various groups of citizens.

- Recycling in developing economies is mostly concentrated in the informal realm and a section of the urban poor in these medium towns comprise of various types and levels of informal recyclers. The lowest rung in the hierarchy is occupied by waste pickers/waste collectors or ‘rag-pickers’. Though they play a huge role in the management of a city’s waste, there is no knowledge about their size, roles, incomes, status, access to services, etc. During the year, PRIA undertook a study of rag-pickers in the towns of Patna and Raipur. Findings of the study have been discussed within the concerned municipalities in order to enable them to utilize these informal workers on a regular basis.

As can be seen from the above, formation of new community-based organizations and mobilizing citizens to engage effectively with municipal governance structures in order to improve their conditions is a huge challenge in many cities around the country.

Using sports as a medium, PRIA and Nav Manas Kalyan Samiti (NMKS) organized a football match in Biharsharif, Bihar. A unique initiative, ‘Play for Your City’ served the purpose of bringing together municipal officials and youth of the community, engaging the latter in decision-making activities to foster civic participation in the younger generation.9

However, a bigger challenge that faces us in the future is to mobilize large sections of civil society to work on empowerment of the urban poor and reforming urban governance. In this context, PRIA has begun to work with Slum/Shack Dwellers International (SDI) in supporting their efforts to systematize their experiences from around the world. This linkage will enable learning of new innovations and sharing of experiences from India to other countries and vice-versa.

Decentralized Planning, Strengthening Panchayats and Empowerment of the Rural Poor
Decentralized Planning, Strengthening Panchayats and Empowerment of the Rural Poor

Knowledge building: Establishment of National Resource Centre on Decentralized Planning (NRCDP); Capacity development modules for SIRD, Sikkim

Capacity development: District level planning process in 15 districts of Madhya Pradesh; Strategy for integrating Millennium Development Goals (MDGs) with decentralized district planning in Rajasthan; PEVACs in Haryana, Bihar and Jharkhand; Right to Information (RTI) learning camps in Haryana; training for government officials on the practice of social accountability in Cambodia; Critical reflection on the impacts of a national coalition for water and food security in Bangladesh

Action research: Participatory bottom-up planning as a methodology for ensuring better targeting of services in several Asian countries; Social audit for Basic Service for Urban Poor (BSUP) project in Chandigarh; Review impacts of ‘Citizens Against Corruption’ in Kerala, Karnataka and Odisha

Policy advocacy: PRIA served on the BRGF review committee; Systematic monitoring of decentralized planning efforts to provide feedback to the State Planning Board, Madhya Pradesh and UNICEF; Consultation of civil society organized by FIM-Forum for Democratic Global Governance in Ottawa; UN–civil society regional consultation under Platform HD2010 initiative in Bangkok
It has been over 15 years since PRIA began its work on empowering the rural poor to engage with panchayati raj institutions at the village, block and district levels. Annual reports of the past two years have described in detail PRIA’s interventions in bottom-up, participatory and integrated planning of development schemes, especially poverty alleviation programmes, of the government.

- One of the major instruments for incentivizing decentralized district level planning in India is the BRGF (Backward Region Grant Fund) administered by the Ministry of Panchayati Raj, Government of India. PRIA was invited to serve on its review committee last year, and used this opportunity to make concrete recommendations in the design and implementation of BRGF based on its own synthesis as well as the experiences of other civil society organizations.

- The experiences of the past decade have also spurred PRIA to establish a resource centre for promoting decentralized planning with local governments. PRIA was invited by UNICEF in Madhya Pradesh to support the district level planning process in 15 districts. In addition, PRIA prepared several training manuals for use in its capacity enhancement programmes at district levels and below. Systematic monitoring of such decentralized planning efforts was used to provide feedback to the State Planning Board, Madhya Pradesh and UNICEF.

- Likewise, capacity development modules were prepared by PRIA at the request of the State Institute of Rural Development (SIRD), Sikkim. These modules are being used in training programmes targeted at government functionaries and

elected representatives in the state.

- A similar initiative has been undertaken in Rajasthan where PRIA is preparing a capacity development strategy for integrating Millennium Development Goals (MDGs) with decentralized district planning, at the request of UNDP and State Planning Board, Rajasthan. An initial needs assessment exercise revealed very low levels of knowledge of MDGs amongst officials at the district level and below.\textsuperscript{12}

The above examples indicate the critical significance of supply side interventions by PRIA at state and district levels; in addition to building capacity of elected panchayat leaders, it is also important that the official machinery is equipped to perform its role efficiently.

Several international exposure visits have been arranged by PRIA for others to learn about decentralized planning and local government in India. A delegation of officials from Vietnam (responsible for community-driven development of ethnic minorities) was provided exposure by PRIA through meetings in Delhi and field visits in Bihar from 9 to 15 June 2010. Similarly, a delegation of civil society from Bangladesh visited PRIA to learn about decentralized planning.

The experiences of participatory bottom-up planning as a methodology for ensuring better targeting of services from several Asian countries was compiled in the past year. The cases include land use planning in Mongolia, fisheries and environmental

\textsuperscript{12} For more details visit http://www.pria.org/en/about-pria/divisions/mi-alip/1744.

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### Details of training programmes conducted during the year on decentralized planning

<table>
<thead>
<tr>
<th>Training Programmes</th>
<th>Number of participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity building of District Planning Committee (DPC) of Barmer, Rajasthan on decentralized planning</td>
<td>47</td>
</tr>
<tr>
<td>Capacity building of District Planning Committee (DPC) of Sirohi, Rajasthan on decentralized planning</td>
<td>54</td>
</tr>
<tr>
<td>Capacity building of District Planning Officers of Haryana on techniques of preparation of Integrated District Plan</td>
<td>22</td>
</tr>
<tr>
<td>Training of SSDNR, Chandigarh staff on effective local self-governance</td>
<td>34</td>
</tr>
<tr>
<td>Training of different stakeholders during handholding support under state wide roll out of decentralized planning in Madhya Pradesh (15 districts)</td>
<td>250</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>407</strong></td>
</tr>
</tbody>
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planning in Vietnam, local village council planning in Indonesia, natural resources planning in the Philippines and decentralization in Cambodia.\(^\text{13}\)

The growing demand to learn about decentralized planning for the empowerment of the rural poor has now prompted PRIA to develop a distance learning course on this theme.

- For the past decade PRIA has worked on building the demand for free and fair elections in panchayats. PEVAC (Pre-Election Voters Awareness Campaigns), carried out in partnership with hundreds of civil society organizations, has become a methodology for the empowerment of the poor and marginalized in rural areas.\(^\text{14}\) As and when panchayat elections are held in different provinces, PRIA supports a coalition of local civil society organizations and engages with State Election Commissions (SECs) to ensure that the poor and marginalized are able to contest elections out of their free will, that the election campaign is focused on development issues (not on caste and religious affiliations), and voting and counting of ballots is free, fair, transparent and publicly accountable. During the year, PRIA supported three PEVACs – in Haryana, engaging with a platform of 120 local civil society organizations; in Jharkhand with an existing civil society platform as well as the local UNDP office; and in Bihar engaging with 48 civil society organizations to cover 24 districts (250 blocks).

- One of the persistent obstacles in delivery of services to the poor and marginalized and realization of their rights is the lack of transparency and accountability in various government schemes and agencies. Right to Information Act provides a tool to citizens to hold government officials responsible, to share information and to account for their actions (or inaction). PRIA has worked towards dissemination of information about Right to Information to various communities of the poor over the past several years. It has been organizing Right to Information (RTI) learning camps in Haryana as per the demands of local students, women’s groups and other NGOs\(^\text{15}\) and the campaign continues wherever citizens demand to know more about the Act.

- Social accountability tools have been designed and implemented by PRIA in several locations. While its vast experience of using social audit in panchayats and rural


\(^{14}\) For more details on PEVAC visit http://www.pria.org/en/mi-archive/mi-newsroom/1607.

\(^{15}\) PRIA conducted a one-day state level workshop on RTI in Sonipat on 13 March 2011. For more details visit http://pria.org/en/mi-about-pria/1773.
development programmes of the
governments is well documented,
and it has recently begun the first
social audit for Basic Service for
Urban Poor (BSUP) project in
Chandigarh.

- Using PRIA’s expertise in this area
  as well as the documentation of
  its findings and learnings, PRIA
  is developing a distance learning
  course on social audit.

- To support a programme of
  ‘Citizens Against Corruption’ in
  Kerala, Karnataka and Odisha,
  PRIA undertook field visits
  to review impacts on citizens
  and government agencies (of
  schemes like PDS, NREGS, etc),
  and to identify future capacity
  development needs of grassroots
  groups that would sustain their
  campaigns against corruption and
  their demand for accountability.

- Continuing its interventions on
  capacity development for social
  accountability in the PECSA project
  in Cambodia, PRIA conducted
  training for government
  officials on the practice of social
  accountability.

- UN Democracy Fund has approved
  a two year project for PRIA to
  work in partnership with PRIP
  Trust (Bangladesh) and SILAKA
  (Cambodia) to promote social
  accountability and citizen
  empowerment in municipal
  services.

- In Bangladesh, PRIA supported a
  process of critical reflection on the
  impacts of a national coalition for
  water and food security, specially
  its approach in promoting citizen
  empowerment and democratic
  accountability of government
  agencies.

- PRIA’s experiences and those of
  other civil society groups in
  promoting social accountability
  have been recently systematized
  to identify impacts of such efforts
  on citizens’ empowerment and
democratizing governance in
  partnership with IDS, Sussex.16

- Ensuring accountability of supra-
national coalitions like the G20 is
  even more contentious; who are
  the relevant ‘demos’ or citizens to
  demand accountability of this new
  global governance institution?

16 The Institute of Development Studies, UK, with
    participation of researchers in the US, South Af-
    rica, Brazil and India, carried out a research to find
    out the impact and effectiveness of these new
    transparency and accountability initiatives. The
    purpose of the research was to improve under-
    standing among policy makers and practitioners of
    the available evidence on the impact of account-
    ability and transparency work and to identify gaps
    in knowledge to inform a longer-term research
    agenda. PRIA prepared a regional paper for South
    and East Asia and synthesized five case studies on
    the impact and effectiveness of transparency and
    accountability in the region.
A consultation of civil society organized by FIM-Forum for Democratic Global Governance in Ottawa in June 2010 raised similar issues in dialogue with the host Canadian government. It is increasingly being realized by government and international agencies that the daunting challenges faced by humanity cannot be tackled in isolation and what is required is a strategic partnership between citizens, civil society and government. Platform HD2010 was one such step undertaken by the Civil Society Division in the Partnerships Bureau of UNDP, which intended to forge multifaceted partnerships between the United Nations, civil society and other actors to address the converging food, financial and climate crises. In light of the above, a UN–civil society regional consultation was co-convened by Asia Pacific Resource Centre of UNDP and PRIA in Bangkok in August 2010 under the Platform HD2010 initiative.

To systematize experiences in democratic accountability of sub-national governance institutions, PRIA has documented innovations from South Asia (with support from SDC LogIn), to be shared in a forthcoming regional conference.

Education, Lifelong Learning and Empowerment of Civil Society
**Knowledge building:** Documentation of capacity building of local governance institutions; Systematic organizational learning to refine participatory learning and training methodologies

**Capacity development:** Hosting Kituo Cha Katiba (KCK) to learn about the pedagogy of distance education; Strengthening the capacities of Afghan Aid staff in community development and democratic governance; Facilitating Learning Monitoring & Evaluation (LME) practices in Slum/Shack Dwellers (SDI)

**Action research:** Study of capacity development needs of civil society in Sikkim; Study on governance and conflict

**Policy advocacy:** Seminar on ‘Capacity Development of Civil Society in India Today’; Workshop on ‘Mobilizing Knowledge for Development’; Consultation on methodologies for enquiry into citizenship practices in situations of violence and conflict
Strengthening capacity of civil society in India and globally has been an integral part of PRIA’s programmes over the years. During the year, at the suggestion of the state government of Sikkim, PRIA conducted an extensive study of capacity development needs of civil society in Sikkim. Based on its findings, a detailed plan for implementation is now with the Government of Sikkim.

In order to explore the emerging roles of civil society in the changing economic context of India, a seminar on ‘Capacity Development of Civil Society in India Today’ was organized on 21 February 2011 with 37 participants, including those from the Netherlands by colleagues from PSO, who shared their experiences in this forum.

PRIA’s education programmes have now reached over a thousand learners in India and beyond. Intake in some certificate courses is encouraging and through the courses PRIA is building capacity of development professionals and students.

In 2009, PRIA had signed an agreement to conduct a Master of Arts in Participatory Development (in collaboration with IGNOU, India). The course was launched in 2010, with twenty-six students enrolling in the programme. The Master of Arts in Participatory Development is popular as students have the option of completing the course in stages (getting a PG Certificate in Participatory Development at the end of the first semester, and a PG Diploma in Participatory Development at the end of the second semester).

Creating opportunities for field-based internships for practitioners and new professionals to learn about participatory methodologies

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18 PSO and PRIA have increased their cooperation around issues of capacity development and civil society. The visit by board member Leen Verbeek, director Margo Kooijman, facilitator of learning Cristien Temmink, and Monique Bouman from the Dutch Ministry of Foreign Affairs aimed at gaining more insights into the Indian context, as well as getting to know PRIA’s people, programmes, practices and challenges.
of empowerment has been undertaken by PRIA for years. In 2010-2011, as part of its structured internship programme, five interns from the United States, Australia, Cambodia, Nepal and Bangladesh joined the PRIA International Internship Programme. In addition, a customised internship programme was launched for Calgary Board of Education (held between 4 July and 24 July 2010).

PRIA hosted Kituo Cha Katiba (KCK) (a human rights NGO from East Africa) to learn about the pedagogy of distance education; similar requests have been received from other countries like Indonesia.

- In order to draw lessons and strategies from a wide variety of South Asian countries, PRIA initiated documentation of capacity building of local governance institutions during the year, with support from SDC LogIn. Its findings will be shared in a regional conference later in the year.

- In order to further refine participatory learning and training methodologies used by PRIA and other civil society groups in South Asia, PRIA has begun a process of systematic organizational learning, in partnership with PSO, the Netherlands (and with support

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Batch</td>
<td></td>
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</tr>
<tr>
<td>International Perspectives on Participatory Research</td>
<td>17</td>
<td>19</td>
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<td>Occupational Health and Safety</td>
<td>21</td>
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<td>Civil Society Building</td>
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<td>Gender (English &amp; Hindi)</td>
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<td>10</td>
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<td>Panchayati Raj Institutions (English &amp; Hindi)</td>
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<td>International Perspectives in Participatory Monitoring and Evaluation</td>
<td>67</td>
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<td>International Dimensions of Adult Education and Lifelong Learning</td>
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<td>5</td>
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<tr>
<td>International Perspectives on Citizenship, Democracy and Accountability</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Managing Participatory Development Projects</td>
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<td>0</td>
</tr>
</tbody>
</table>
from similar efforts in southern and eastern Africa by CDRA and EASUN respectively).

- In order to share its own knowledge with civil society groups in Afghanistan, PRIA has just begun a partnership with Afghan Aid for strengthening the capacities of their staff in community development and democratic governance.

PRIA has supported the strengthening and empowerment of civil society over these decades through an effective process of facilitating critical reflections on their own programmes. When critically analysed, experiences can provide useful learning and thus become a powerful tool for civil society empowerment. Likewise, PRIA’s approach to Monitoring and Evaluation (M&E) is based on its perspectives of participatory research and intends to promote self-critical reflections among grassroots organizations. Continuing its work begun early last year, PRIA has worked with Slum/Shack Dwellers International (SDI) to facilitate their own Learning Monitoring & Evaluation (LME) practices. In particular, hands-on support to build LME systems was provided to SDI national affiliates in Sri Lanka and Nepal. In addition, LME reflections were facilitated with NSDF/MM/SPARC in India, and systematization of experiences in the Philippines. These lessons are being shared with SDI leadership and activists in a workshop this year.19

PRIA’s work on LME is also being shared in an international coalition of NGOs involved in promoting participatory M&E, anchored in PSO, the Netherlands. An international conference is being planned to share such innovations in participatory and empowering approaches of M&E later this year.

- Over the years, PRIA has worked on systematizing its own field experiences as well as those of other civil society organizations into new knowledge products to facilitate lifelong learning of practitioners in the Asian region. A virtual platform on adult education practices (http://www.lifelongadultlearning.org) has been coordinated by PRIA for the past two years in partnership with DVV International and ASPBAE.

- During the year, PRIA hosted a South Asian workshop, in partnership with IDS, Sussex, on MK4D (Mobilizing Knowledge for Development); discussions on the importance of enabling knowledge intermediaries was very productive in this workshop.20

- As a follow-up on the above two initiatives, PRIA is now working (in partnership with DVV International and IDS, Sussex) to create a knowledge portal on participatory learning approaches for citizen empowerment and poverty alleviation.

PRIA’s ten year partnership in Citizenship DRC came to an end last year with a final reflection workshop hosted in Neemrana, Rajasthan during September 2010. PRIA convened a

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19 Monitoring and Evaluation Conference, Amsterdam, Netherlands, 14-16 June 2011, organized by INTRAC,PSO and PRIA.

20 ‘Mobilising Knowledge for Development in India and South Asia’, Workshop co-organised by Institute of Development Studies, UK and PRIA, 18–19 November 2010.
workshop in Delhi in order to share lessons of citizenship from around the world, based on the experiences of this ten year programme. A day-long consultation on methodologies for enquiry into citizenship practices in situations of violence and conflict was also convened.

Following these discussions, PRIA has begun, in partnership with Jawaharlal Nehru University, University of Delhi, Banaras Hindu University (BHU), Mahanirban Calcutta Research Group (MCRG) in India and Peace Research Institute Oslo (PRIO) in Europe, a multi-year research study on governance and conflict, with initial field work in Kashmir. It is planned to take this conceptual and methodological approach to study conflict and governance in tribal hinterlands of India.


Dr Rajesh Tandon, President, PRIA is the first Indian to be inducted into the International Adult and Continuing Education (IACE) Hall of Fame at the University of Oklahoma’s Center for Continuing Education, Oklahoma, USA.

The Hall of Fame has been created to award leaders in the fields of continuing education and adult learning. Recipients of this honour are exemplary lifelong learners themselves and have left lasting impressions on students, institutions and organizations. Previous inductees to the Hall of Fame include Paulo Freire, the Brazilian philosopher and social activist, and late Julius K. Nyerere, founding president of Tanzania.

In his work on promoting adult education, Dr Tandon has developed participatory training methodology for the National Adult Education Programme and Total Literacy Campaign (TLC), Government of India; contributed to the UN Right to Learn Declaration of 1982; and is Chairperson of the Global Alliance for Community Engaged Research (GACER) network. He has established academic linkages to map the teaching of participatory research across 65 universities and research institutions in India.

“I feel honoured to be included in this Hall of Fame; as India moves ahead on its economic trajectory, effective policies and programmes of lifelong learning will be crucial for human resource development required by a growing economy,” said Dr Tandon upon receiving this honour.

To learn more about the Hall of Fame and its members, visit www.halloffame.outreach.ou.edu.
Institutional Building
The highest decision-making body in PRIA is its Governing Board. The board has developed by-laws to guide the functioning, roles and responsibilities of the members and the chairperson (Ms. Sheela Patel) and the treasurer (Mr. Ravi Seth). During the year, the Governing Board held two meetings (on 3 July 2010 and 19 February 2011).

**Governing Board Members**

**Ms. Sheela Patel**, Chairperson, is Founder Director of Society for Promotion of Area Resource Centre (SPARC), Mumbai, Maharashtra.


**Dr. Rajesh Tandon**, President, is a co-founder of PRIA, New Delhi.

**Shri. Joe Madiath**, Member, is the Founder Director of Gram Vikas, Ganjam, Odisha.

**Shri. K. Shivakumar**, Member, is Director of V.K. Foundation, Gandhigram, Tamil Nadu.

**Ms. Lalita Ramdas**, Member, is Chairperson of Greenpeace International.

**Ms. Rita Sarin**, Member, is the Country Director of the Hunger Project, New Delhi.

**Shri. Satinder Singh Sahni**, Member, is a retired IAS officer, New Delhi.

**Shri. D. Thankappan**, Member, is from Centre for Workers Management, New Delhi.

**Dr. Bibek Debroy**, Member, is Research Professor at Centre for Policy Research, New Delhi.

The general body of PRIA comprises three members (Mr. Vijay Mahajan, Dr. H.N. Saiyed and Dr. N.C. Saxena) in addition to the board members. The annual meeting of the general body was held on 3 July 2010.

In 2010–11 institutional building within PRIA has focused on three main components:

1. Integrated IT audit and upgrading of related infrastructure;
2. Operationalization of Oracle ERP (Enterprise Resource Planning) for integrated financial and project management systems and functions; and last but not least

3. Development of leadership skills for senior management.

**Integrated IT Audit and Upgrading of Related Infrastructure:**

In November 2010, Mind Tree Limited, Bangalore conducted an IT audit for PRIA. Users at all levels and within different programmes across PRIA were interviewed by the Mind Tree team to ascertain current constraints with and future requirements from the IT systems at PRIA.

The IT audit was an extremely useful exercise and the recommendations agreed upon, both for hardware as well as software, are being implemented in a phased manner in the coming year.

**Phase 1 (February to April 2011):**

**Email infrastructure:** Changeover to Microsoft Business Productivity Online Suite (BPOS). There has also been a change in email nomenclature (to standard first name.last name).

**Business application:** Changeover to Microsoft Office 2010 (Standard Version).

**Hardware infrastructure:** Developing and implementing of desktop and laptop allocations among programme staff, head office and field offices, in order to maximize productivity through latest technology.

**Broadband Internet:** Will be installed in field offices

**Phase 2 (May-September 2011):**

**Antivirus client:** Installation of standardized antivirus software.

**Data backup and restoration tools:** Symantec Backup Executive Edition software with tape library will be installed. This also includes complete automation of all backups and implementation of comprehensive backup schedule.

**Website consolidation:** To ensure maintenance and scalability, the four PRIA websites will be consolidated and revamped in the coming year.

**IT documentation/inventory:** This visualizes planning and implementation of composite and comprehensive written up systems, processes and documents, as well as maintenance of updated inventory and vendor lists.

**IT team:** With a view to being prepared for the digital age, PRIA will be strengthening its IT team in order to ensure process compliance, resource management and technology adoption to meet the varied needs of the organization.

**Operationalization of Oracle ERP:**

PRIA has operationalized the use of Oracle ERP for financial processes, project processes, as well as time sheets and expense sheets for all staff. There were some challenges faced during the changeover, including lack of clarity in use of terminology by Oracle and in PRIA. Besides, the separation of FCRA and non-FCRA accounts, which is specific to the NGO sector, needed to be addressed in the context of maintaining books of accounts.
During the year, orientation and training programmes were conducted for all staff to understand and learn effective and efficient use of this software, as well as steps to be followed in ensuring smooth and timely completion of all project tasks and activities. Constant monitoring, support and guidance is being given to ensure that all problems are resolved immediately.

The Oracle Test Server has been configured. A plan of action has been developed and it is envisaged that by July 2011 the system will be fully operational.

**Building and Developing Collective Leadership Skills for the Strategic Management Board (SMB):**

The process of developing a collective leadership to take forward the vision of PRIA as its Founder-President takes on other roles was systematically pursued over the year. Seeking support from an external consultant and facilitator, G. Vishwanathan, Director, Organisations & Alternatives Consulting Ltd, Bangalore, the four-member senior management team went through rigorous processes and soul-searching exercises in order to develop an acceptance and understanding of each other as individuals in their common objective of fulfilling the mission of the organization. Long discussions and debates (at times heated), helped in refining operations as well as systems of accountability and transparency amongst the team.

The end of the year saw the crystallization of this process, where intention was translated into action through the implementation of strategies which maximized the potential of individuals across the organization, thereby enhancing cohesiveness and efficacy within programmes and human resources.

**Developing leadership skills included:**

- Re-emphasis on a culture of cooperation and collaboration percolating down from top management and senior staff to the newest recruit.
- Systematic sharing of knowledge, documents and experiences across divisions on thematic areas to enhance learning and effective functioning.
- Collective efforts to manage external uncertainties, including funding.
- Participatory decision making to increase the ability to take risks and make hard choices.

The SMB has also planned, in a phased manner, the taking over of roles and responsibilities of the President which include (but are not limited to) ensuring legal and statutory responsibilities, governance, strategic direction, communication with external constituencies, and resource mobilization.
### Annexure 1

#### List of Projects, 2010–2011
(as of 31 March 2011)

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Supported by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appreciating the Programmatic Approach Process (of ICCO, The Netherlands) in India and Bangladesh</td>
<td>ICCO</td>
</tr>
<tr>
<td>Assessment of Current Status of IEC and Awareness Amongst General Community Concerning Programme Components in Uttarakhand</td>
<td>Wilbsurmsmith/Government of Uttarakhand</td>
</tr>
<tr>
<td>Capacity Building Training Module for District Planning with Focus on MDGs</td>
<td>Government of Rajasthan and UNDP</td>
</tr>
<tr>
<td>Case study documentation SRF PRADAN SST for Change Alliance</td>
<td>Change Alliance</td>
</tr>
<tr>
<td>Citizenship DRC Capacity Building Training (Teaching &amp; Learning)</td>
<td>Institute of Development Studies (IDS)</td>
</tr>
<tr>
<td>Citizenship DRC Phase-IV</td>
<td>Institute of Development Studies (IDS)</td>
</tr>
<tr>
<td>Citizenship Teaching and Learning Group</td>
<td>Institute of Development Studies (IDS)</td>
</tr>
<tr>
<td>Civic Engagement in Transforming Urban Governance: Supporting ULBs in Institutionalizing Social Accountability Mechanisms (SUISAM)</td>
<td>WSP - The World Bank</td>
</tr>
<tr>
<td>Course Development on Democratic Decentralization and Local Governance in South Asia and South East Asia</td>
<td>Swiss Agency for Development and Cooperation (SDC)</td>
</tr>
<tr>
<td>Course Development on Women’s Political Empowerment and Leadership</td>
<td>DVV International</td>
</tr>
<tr>
<td>Deepening Local Democratic Governance through Social Accountability in Asia</td>
<td>UNDEF</td>
</tr>
<tr>
<td>Project Title</td>
<td>Organization</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>---------------------------------------------------</td>
</tr>
<tr>
<td>Democratizing Urban Governance (Promoting Participation and Social Accountability)</td>
<td>Ford Foundation</td>
</tr>
<tr>
<td>Exploration of Participatory Research Programme for Calgary Board of Education Members Field Visit</td>
<td>Calgary Board of Education (CBE), Canada</td>
</tr>
<tr>
<td>Impact and Effectiveness of Accountability and Transparency Initiatives</td>
<td>Institute of Development Studies (IDS)</td>
</tr>
<tr>
<td>India Study Visit by KCK Staff from Uganda</td>
<td>KSK, Uganda</td>
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<tr>
<td>India Study Visit: BRGF and NREGS (visit of delegation from Vietnam)</td>
<td>PKontum/SEDEMA, Vietnam</td>
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<tr>
<td>Institutional Assessment of Afghan Aid</td>
<td>AfghanAid</td>
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<td>Logolink South Asia Activity Plan</td>
<td>Logo Link</td>
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<tr>
<td>Material Development for Voter Awareness Campaign for Panchayat Elections in Jharkhand</td>
<td>Panchayati Raj Department, Government of Jharkhand</td>
</tr>
<tr>
<td>Mobilizing Knowledge for Development (MK4D) Workshop</td>
<td>Institute of Development Studies (IDS)</td>
</tr>
<tr>
<td>Module Preparation for Capacity Building of Panchayats, Strengthening Capacities of SIRD, Sikkim</td>
<td>Swiss Agency for Development and Cooperation (SDC)</td>
</tr>
<tr>
<td>Prem Chadha Memorial Youth Leadership Programme</td>
<td>DVV International</td>
</tr>
<tr>
<td>Preparation for Strengthening of Civil Society Organizations in Sikkim</td>
<td>Swiss Agency for Development and Cooperation (SDC)</td>
</tr>
<tr>
<td>PRIA-UVic Collaboration for India Field School</td>
<td>University of Victoria, Canada</td>
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<tr>
<td>Programme to Enhance Capacity on Social Accountability (PECSA) in Cambodia</td>
<td>World Bank, Cambodia</td>
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<tr>
<td>Promotion of Adult Education</td>
<td>DVV International</td>
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<tr>
<td>PTF Evaluation</td>
<td>PTF</td>
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<tr>
<td>PTF Evaluation 2</td>
<td>PTF</td>
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<tr>
<td>Rapid Situational Analysis for Prevention of Sexual Harassment</td>
<td>International Labour Organisation (ILO)</td>
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<td>Reducing Female Foeticide in Sonepat, Haryana</td>
<td>Women Power Connect (WPC)</td>
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<tr>
<td>Project Description</td>
<td>Implementer(s)</td>
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<td>------------------------------------------------------------------------------------</td>
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<tr>
<td>Reforming JNNURM Appraisal</td>
<td>Deloitte and Ministry of Urban Development</td>
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<tr>
<td>Review of Urban Poor Fund International</td>
<td>Bill &amp; Melinda Gates Foundation</td>
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<tr>
<td>Social Inclusion</td>
<td>DVV International</td>
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<tr>
<td>Strengthening Asian Coalition on Democratic Local Governance</td>
<td>Swiss Agency for Development and Cooperation (SDC)</td>
</tr>
<tr>
<td>(Compiling a repository of practice-based knowledge and learning on decentralization and local governance in South and South East Asia)</td>
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<tr>
<td>Strengthening Gender Response of Panchayats in Rajasthan – Phase I</td>
<td>UNFPA, New Delhi</td>
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<tr>
<td>Strengthening Gender Responses of Panchayats in Rajasthan – Phase II</td>
<td>UNFPA, New Delhi</td>
</tr>
<tr>
<td>Strengthening Monitoring &amp; Learning Systems in Networks of Urban Poor for Multiplying Impacts – Phase I</td>
<td>Rockefeller Foundation</td>
</tr>
<tr>
<td>Strengthening Monitoring &amp; Learning Systems in Networks of Urban Poor for Multiplying Impacts – Phase II</td>
<td>Rockefeller Foundation</td>
</tr>
<tr>
<td>Support to Decentralized District Planning – Statewide Roll-out in Madhya Pradesh</td>
<td>Unicef, Bhopal</td>
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<tr>
<td>The Role of Governance in the Resolution of Socioeconomic and Political Conflict in India and Europe</td>
<td>PRIO</td>
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<tr>
<td>Thematic Learning Programme on PME Capacity Development</td>
<td>PSO</td>
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<tr>
<td>Towards Mainstreaming Social Accountability in East Asia: Mapping of Participatory Planning Practices</td>
<td>ANSA-EAP</td>
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<tr>
<td>Training of Trainers Programme for Women Organizers of Various Settlements of the Tibetan Government in Exile (TGIE) in India</td>
<td>SARD-TGIE</td>
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<tr>
<td>UN-Civil Society Regional Consultation – South Asia (Commissioning Paper)</td>
<td>UNDP, Bangkok</td>
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<tr>
<td>Virtual Platform for Adult Lifelong Learning</td>
<td>DVV International</td>
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</table>
Annexure 2

PRIA Staff
(1 April 2010 to 31 March 2011)

President
Rajesh Tandon

Directors/General Managers
K.K. Bandyopadhyay, Martha Farrell, Mathai Joseph, Manoj Kr. Rai

Senior Managers
Anju Dwivedi, Namrata Jaitli, Mandakini Pant

Managers
Shabeen Ara, Neha Chaturvedi, Rebecca Gideon, Vikas Jha, Suresh Kumar, Alok Pandey, Om Prakash, Vijay Singh Rawat, Jayeeta Sen, Priti Sharma, Kamleshwar Singh, Ranjan Kr. Sinha

Senior Executives
Pushpita Bandyopadhyay

Assistant Managers/Senior Programme Officers/Project Coordinators
Amitabh Bhushan, Priyanka Dale, Anshuman Karol, Nandita Pradhan, Vishwa Ranjan, Pavneeta Singh, Rajesh Kr. Sinha, Julie Thekkudan, Kanak Tiwari, Krishan Tyagi, Khatibullah, Kavita Mishra, Shabana Charaniya, Rinju Rasaily

Programme Officers

Assistant Programme Officers/Assistant Media Officers/Junior Executives
Malvika Sinha, Satheesan T., Mridula Roy, Nishu Kaul, Karishma Vanvani, Sushma Sharma

Assistant Librarian
Syed Zakir Hussain

Accounts Officer
Pradeep Agarwal, Ramesh Chand

Executive Secretaries
Bindu Baby, K.V. Bhaskaran, Jose George, Bharti Gulati, M.D. Joseph, Chandra Shekhar Joshi, Naveen Kumar, Sanjit Kr. Tiwari

Accountants
Surjeet Singh, Ajay Soni, Nidhi Sundriyal, Jose Xavier, Vipin Kumar

Senior Secretaries/Senior Assistants
Prabhat Arora, Harish Rawat, Naveen Kumar Singh, Deepak D’Souza

Secretaries/Assistants
Pushpa Kharel, Bhogendra Narayan Lal, Dinesh Parjapati, Gajendra Sahu, Dhan Singh

Driver
Rakesh Sharma

Office Assistants/Office Attendants
Anand Bhatt, Lal Chand

Web Designer
Bhawna Yadav

Consultants
Sonali Mukherjee, Sumitra Srinivasan, Sumona Dasgupta
Financial Summary, 2010–2011

Treasurer’s Report

The audited accounts of PRIA, together with the audit report have been circulated.

Important details are given below.

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<th>Year ended 31.03.2010</th>
<th>Income</th>
<th>Year ended 31.03.2011</th>
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<td>1,18,173</td>
<td>Research and Training Grants</td>
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<td>13,022</td>
<td>Others</td>
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<tr>
<td>1,31,195</td>
<td>Total</td>
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<tr>
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<td>Expenditure</td>
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<td>1,14,294</td>
<td>Programme</td>
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<td>11,950</td>
<td>Administration</td>
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<td>2,476</td>
<td>Other Non-cash Expenses</td>
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<tr>
<td>1,28,720</td>
<td>Total</td>
<td>55450</td>
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<tr>
<td>2,474</td>
<td>Excess/(Deficit) of Income</td>
<td>21602</td>
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</table>

The Society continues to follow the guidelines suggested by the Institute of Chartered Accountants of India for ‘Not-For-Profit Organisations’ in preparation of financial statements wherever feasible.

The liability for the grants remaining unutilized as at the year-end has been ascertained and has been transferred to Restricted Funds as per the guidelines of the Institute of Chartered Accountants of India.

The Management Audit Report for the year has been discussed.

Yours sincerely

Ravi Seth
Treasurer, PRIA
Balance Sheet as on 31 March 2011

(In INR ‘000)

<table>
<thead>
<tr>
<th>Previous Year</th>
<th>Particulars</th>
<th>Current Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source of Funds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>128250</td>
<td>Corpus Fund</td>
<td>160000</td>
</tr>
<tr>
<td>47417</td>
<td>Capital Fund</td>
<td>29028</td>
</tr>
<tr>
<td>9869</td>
<td>Specified Funds</td>
<td>18319</td>
</tr>
<tr>
<td><strong>185536</strong></td>
<td>Total</td>
<td><strong>207347</strong></td>
</tr>
</tbody>
</table>

Application of Funds

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>10319</td>
<td>Fixed Assets</td>
<td>9276</td>
</tr>
<tr>
<td>127442</td>
<td>Investments</td>
<td>128733</td>
</tr>
<tr>
<td>35</td>
<td>Sundry Receivable</td>
<td>-</td>
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<tr>
<td>50139</td>
<td>Current Assets (A)</td>
<td>71007</td>
</tr>
<tr>
<td>2399</td>
<td>Current Liabilities (B)</td>
<td>1669</td>
</tr>
<tr>
<td>47740</td>
<td>Net Current Assets (A-B)</td>
<td>69338</td>
</tr>
<tr>
<td><strong>185536</strong></td>
<td>Total</td>
<td><strong>207347</strong></td>
</tr>
</tbody>
</table>

Note: Extracted from Audited Statement of Accounts 2010-11

Statutory Auditors

Charnalia, Bhatia & Gandhi
Chartered Accountants
New Delhi

![Income Chart 2010-11](image1)

![Expenditure Chart 2010-11](image2)
Resource Providers

International Agencies

- Affiliated Network for Social Accountability in East Asia and the Pacific (ANSA-EAP)
- Afghanaid
- The Bill & Melinda Gates Foundation, USA
- Centre for Poverty Analysis (CEPA)
- Department for International Development (DFID), New Delhi
- DVV International (Institute for International Cooperation of the German Adult Education Association), Germany
- The Ford Foundation, New Delhi
- ICCO, The Netherlands
- Institute of Development Studies (IDS), UK
- International Labour Organisation (ILO)
- Peace Research Institute Oslo (PRIO)
- Polis Institute, Brazil
- PSO, The Netherlands
- Partnership for Transparency Fund (PTF)
- The Rockefeller Foundation, USA
- Swiss Agency for Development and Cooperation (SDC), New Delhi
- UNDP
- UNFPA
- UNICEF
- University of Victoria
- United Nations Democracy Fund (UNDEF), USA
- The World Bank

Government / Others

- Government of Bihar
- Government of Chhattisgarh
- Government of Jharkhand
- Government of Orissa
- Government of Rajasthan
- IPMC, Government of Uttarakhand
- National Institute of Urban Affairs
- Women Power Connect (WPC)
EMPOWERMENT
OF THE POOR,
EXCLUDED AND MARGINALIZED