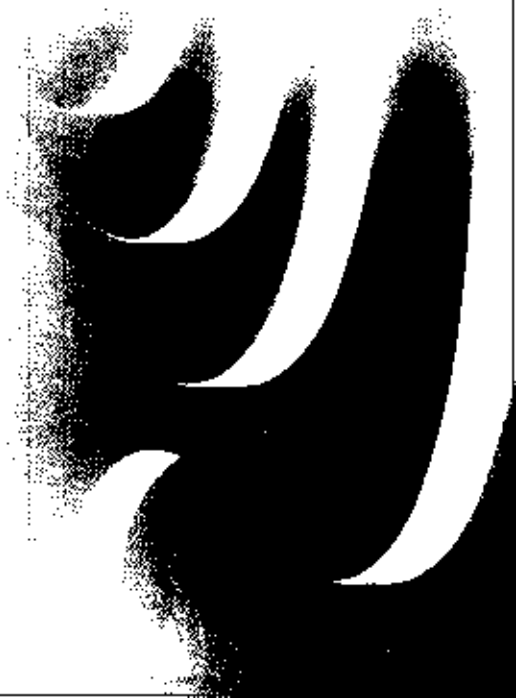


# Enter the New Millennium

**Strategic Plan of PRIA**



April 1999



## PREAMBLE

**THIS** Strategic Plan of PRIA is an outcome of nearly a year long process of consultation, reflection and visioning facilitated by a team comprising of Ms. Jane Covey (Executive Director, Institute for Development Research, Boston, USA) and Prof. Tushaar Shah (former Director of IRMA, Anand). The consultations included partners, donors, colleagues, Board and staff members of PRIA -- a range of stakeholders nationally and internationally. This Strategic Plan, however, is PRIA's own statement of where it wants to go over the next four years.

The process of initiating such a Strategic Planning exercise is part of the ongoing tradition in PRIA's own history of nearly 18 years. Reflections with partners and a variety of stakeholders have been systematically carried out every 3-4 years -- first in 1986: "In Search of Relevance", then in 1989: "Exploring New Horizons", then in 1993-94: "The Futures We're In". This is the fourth such exercise.

This process of consultation and reflection has helped PRIA to explore its current practices and its long-term visions. As a social change organisation dedicated to the cause of citizen participation and empowerment, the participatory, open and candid process of critical reflection has been specially productive and thought-provoking. I want to thank the two facilitators for excellent, sensitive and professional facilitation; our partners and resource providers for open and supportive feedback; the staff of PRIA for engaging with the uncertainty; and the Governing Board for its guidance and support.

Thanks much !

Rajesh Tandon  
April 1999

## CONTEXTUAL TRENDS

WE are living on the eve of the New Millennium. A review of the second millennium, twentieth century and the decade of the 1990's is being conducted throughout humanity. This context of the eve of a period of history and the dawn of a new period of the future is indeed a compelling context to review the broad trends and contours in the present reality:

- 1 After five decades of 'war on poverty', India continues to have millions of poor and the marginalised. The nature of this poverty has become more structurally entrenched. Rural landless, tribals and dalits comprise nearly four-fifths of this number. This poverty is associated with social exclusion, gender discrimination and absence of basic education and health care. In some significant ways, this similar character of poverty and marginalisation is visible world-wide.
- 2 Socio-economic development is being increasingly associated with political development and governance. Strategies needed to eradicate poverty and social exclusion need to deal with strengthening 'good' governance. Reforms in bureaucracy and public services, greater decentralisation, local self governance, enhanced transparency and accountability, eradication of corruption, protection of human rights for all, rule of law etc., are some of the key elements of such a governance system.
- 3 Citizens in India, as perhaps elsewhere, are becoming mistrustful of public institutions and government agencies, apathetic towards governance and dependent on the state for their welfare. Society is increasingly divided and fragmented around caste, religion, gender, ethnicity, age, language, etc. Growing disparity between the rich and the poor further accentuates these divisions. Citizens gaining voice and choice and citizens overcoming divisions and constructing civil society—are the key challenges facing us today.
- 4 Deepening democracy is being demanded by the forces in local and global society today. Mere exercise of vote once in five years to elect representatives to shape our future has proved to be inadequate. Direct, participatory democracy is needed to change institutions, culture and practice throughout society. Tolerance of plurality of perspectives and



opinions is the hallmark of democratic mentality and attitude. Respect for diversity of actions and approaches characterises democracy in practice. Peaceful and consensual approaches to dealing with differences and conflict management need to be reasserted in the face of growing intolerance and violence in society.

- 5 The crescendo of globalisation has been moderated at the end of the decade. The East Asian economic crisis and its subsequent global repercussions have raised renewed demands for monitoring and regulating global institutions and actors. Foreign Direct Investment is seen as complementary to 'Aid', not its replacement. Declining global 'Aid' flows are enhancing the role of 'trade' institutions. These trends require greater attention than hitherto acknowledged.
- 6 The rise of free market economy as the engine of economic development is being plateaued out. While acknowledging the role of private business in generating employment and wealth and expanding the economic pie, there is an increasing demand for closer integration between growth and equity, economic development and human investment, improving standards of living and ecological sustainability. While this trend begins to provide social respectability to private enterprise in a country like India, it opens up questions about enlightened citizenship of private enterprise in the societal context.
- 7 The new IT revolution has become a Web. In most countries of the world, individuals and small groups are able to access and use this powerful communication tool rather inexpensively. As a part of the framework of state-control over the minds of our people, people in India (like many other developing countries) have not had the freedom, access and price to make this technology affordable and usable. Unequal access to IT is further accentuating existing inequalities between the 'haves' and the 'have-nots'. Yet, in the global market-place of ideas, the notion of 'knowledge is power' is even more omnipotent. Social change through empowerment of the poor and the marginalised requires learning to deal with, influence to open up and preparing to travel with confidence on the new information 'super highways'.

- 8 Finally, the flux of our times is overpowering. Rapid, unpredictable and continuous change in our society, economy, polity and knowledge is rendering plans, designs, products, services, strategies and capacities of our people and institutions redundant and obsolete. Organisational renewal is crucial, but human and organisational learning is the fulcrum. Promoting capacities and innovating tools to learn and change proactively and thoughtfully is essential for citizens and institutions. The foundation for such a possibility lies in the creativity and spirituality of our people world-wide.

These trends provide a backdrop for any strategic thinking about the future challenges and roles of PRIA. As a social change organisation, PRIA needs to assess and respond to these contextual trends in a proactive and systematic manner. However, PRIA's own history of interventions, their impact and learning derived from the same needs to be taken into account in assuring 'continuity-in-change' in the future of PRIA.



## HISTORICAL REVIEW OF PRIA

PRIA's history in some ways reflects the evolution of its own learning from experiences generated in the course of intervening to promote social change in India and elsewhere. How can this history be understood? In Figure 1, a historical tracking of PRIA's interventions has been shown schematically.

- 1 In its founding, PRIA focused upon the empowerment of the grassroots (the poor and the marginalised) as the dominant social change approach. This was the first intervention. PRIA promoted learning and organising as the twin processes of grassroots empowerment. Over the years, direct empowerment of the grassroots has been carried out through a variety of programmes.
- 2 As the experience showed positive results, demand for building capacity of intermediary Voluntary Development Organisations (VDOs) grew. Capacity building became a major intervention in the evolution of PRIA. As shown in Box 1, PRIA developed a variety of participatory learning approaches and methods in line with its philosophy of Participatory Research. These capacity building efforts focused on a wide variety of themes and issues as well.
- 3 As the demand for sustained efforts in building capacity of intermediary VDOs grew in India, PRIA developed a long-term intervention (in 1990) to promote and strengthen Support Organisations in India and South Asia. Over a short period, a Network of Collaborating Regional Support Organisations (NCRSOs) grew in India. PRIA focused on capacity building of Support Organisations (which in turn built capacity of VDOs and grassroots groups).
- 4 As PRIA's experience grew, it began to acknowledge the powerful impact that the state was having on the participation and empowerment of the grassroots as well as functioning of VDOs. In 1986, it first intervened to influence the state by focusing on the enabling environment of VDOs.
- 5 It began to monitor the policies and programmes of the government's development agencies, which directly affected the poor and the marginalised. PRIA carried out a sustained effort to influence planning and

delivering of development programmes by the government agencies in order to enable grassroots participation and empowerment.

- 6 Influencing governance institutions to open up greater spaces for citizen participation gained momentum as an intervention of PRIA when 73rd and 74th Constitutional Amendments mandated local self-governance in Panchayati Raj bodies and municipalities. Since 1995, institutional reform in governance for greater accountability by and participation of citizens has become a major intervention of PRIA.
- 7 As international agencies (bilateral donors, UN system, multilateral development banks, etc.) influenced development planning and programming of government's departments and agencies, PRIA was engaged in systematic monitoring and influencing of international donors (since 1994) to assure policies and programmes that put the grassroots participation and empowerment at the centre.

A wide range of advocacy efforts were supported by PRIA through its own contributions of knowledge and capacity in those issues. The history of advocacy efforts where PRIA made a significant contribution are listed in Box 2.

- 8 Besides building capacity of VDOs, PRIA worked to enhance the capacity of many other actors in society (since 1992). In some cases, PRIA's interventions enhanced the capacity of trade unions and other worker cooperatives. Issues of occupational health and safety were the main areas of PRIA's work with trade unions.
- 9 By 1995, PRIA began to intervene with other key actors whose contribution to grassroots participation and empowerment could be crucial. PRIA began to influence academia (Departments of Sociology and Schools of Social Work in particular) to promote teaching and research on issues of grassroots participation and empowerment.
- 10 Likewise, efforts to build linkages with media to promote wider public education have begun by PRIA recently.

This history of interventions of PRIA indicates how its work to directly promote grassroots participation and empowerment gradually evolved and other



intervention strategies began to be implemented. This evolution was an outcome of learning derived from the impact of various interventions attempted by PRIA. At this stage, therefore, PRIA's intervention strategy comprises of the following four broad types :

#### **PRIA Intervention Strategy**

#### **Current Themes**

Empower grassroots to improve the conditions of their lives

Local self-governance  
Occupational and environmental health  
Participatory approaches/methods  
Networking

Build the capacity of VDOs SOs, TUs and other actors to empower grassroots

Local self-governance  
Occupational and environmental health  
Participatory approaches/methods  
Institutional Development  
Networking

Change the attitude, policy and behaviour of institutions that affect grassroots participation and empowerment (nationally and internationally)

Local self-governance  
Occupational and environmental health  
Participatory approaches/methods  
Networking  
Grassroots participation (project, policy, governance)  
VDO capacity building priorities and methods

Advance development debate and development theory about grassroots participation and empowerment

Local self-governance  
Occupational and environmental health  
Networking  
Grassroots participation (project, policy, governance)  
VDO capacity building priorities and methods  
Nature and role of civil society  
Citizen-state relations

(Adapted from the Report of the Facilitators, February 1999)

# FIGURE- 1 : A HISTORICAL EVOLUTION OF

| PRIA<br>(Period<br>begun) | Donors                        | State<br>Agencies                                            | Other<br>Actors                                     |
|---------------------------|-------------------------------|--------------------------------------------------------------|-----------------------------------------------------|
| 1981                      |                               |                                                              |                                                     |
| 1984                      |                               | Advocacy for<br>Enabling Environment (IV)                    |                                                     |
| 1986                      |                               |                                                              |                                                     |
| 1987                      |                               | Monitoring and Advocacy of<br>Govt. Dev. Programme (V)       |                                                     |
| 1990                      |                               |                                                              |                                                     |
| 1992                      |                               |                                                              | Building Capacity of Trade<br>Unions (VIII)         |
| 1994                      | Advocacy with<br>Donors (VII) |                                                              |                                                     |
| 1995                      |                               | Panchayati Raj Institutions<br>and Institutional Reform (VI) |                                                     |
| 1996                      |                               |                                                              | Influence Teaching and<br>Research of Academia (IX) |
| 1997                      |                               |                                                              | Linkage with Media for<br>Public Education (X)      |



## PRIA'S INTERVENTIONS

### Voluntary Development Organisations

### Grassroots

Direct (I)

Capacity Building (II)

Empower  
Grassroots  
(Focus on the  
poor and the  
marginalised:  
women dalits,  
rural landless,  
urban  
slumdweller...)

Build Support Organisation Capacity  
in India and South Asia (III)

## BOX 1 : CHRONICLING CAPACITY BUILDING PROGRAMMES OF PRIA

| START | THEME                                                                                                                                     | CONSTITUENCY                                                            |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| 1981  | Group Building, Leadership, Experiential Learning, Participatory Planning                                                                 | Grassroots Groups (Mahila Mandals, Youth Groups, Tribals)               |
| 1984  | Participatory Training (TOT)<br>Participatory Monitoring & Evaluation,<br>Promoting Participatory Research and<br>Community Participation | VDOs<br>(Govt. Agencies, UN<br>Agencies)                                |
| 1985  | Management of VDOs, Statutory<br>Requirements, Financial Management                                                                       | VDOs                                                                    |
| 1985  | Occupational Health and Safety                                                                                                            | Workers (VDOs, Trade Unions)                                            |
| 1986  | Management of Women's Livelihood<br>and Income-Generation Programmes<br>(Production, Marketing, Financing, etc.)                          | VDOs (Women's groups,<br>Govt. Agencies )                               |
| 1988  | Vision-Mission-Strategy<br>(Strategic Planning)                                                                                           | VDOs                                                                    |
| 1988  | Participation in Literacy Programmes                                                                                                      | Govt. Agencies                                                          |
| 1990  | Support Organisation Functions, Research,<br>Networking, Organisational Development,<br>Human Resource Management                         | Regional Support Organisations,<br>South Asian Support<br>Organisations |
| 1994  | Development Management                                                                                                                    | VDOs                                                                    |
| 1995  | Participatory Development                                                                                                                 | Schools of Social Work,<br>Govt. Agencies                               |
| 1995  | Leadership Building                                                                                                                       | Women in PRIs                                                           |
| 1997  | Occupational Health                                                                                                                       | ESI Doctors                                                             |
| 1998  | Governance, Policy Monitoring and<br>Advocacy                                                                                             | VDOs, Civil Society Actors                                              |

## BOX 2 : AN OVERVIEW OF PRIA'S POLICY ADVOCACY INTERVENTIONS

| PERIOD | ISSUES                                                                                                                    | PARTNERSHIP                                                                                                       |
|--------|---------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| 1982   | Protecting Tribals' access to forest resources in the wake of Forest Bill                                                 | Convening loose network of VDOs with ISI                                                                          |
| 1984   | Right to Information and Policy on industrial hazard in wake of Bhopal Gas Disaster at Union Carbide Plant                | Campaigning with CSE, TUs, VDOs, Highlander Centre (Tennessee)                                                    |
| 1985   | Ecological Destruction and Human Displacement due to Large Dams                                                           | Convening with CSE, XISS, ISI (later a network 'Assertion of Collective Will Against Large Dams' )                |
| 1985   | National Campaign of Construction workers                                                                                 | Informational support to TUs                                                                                      |
| 1986   | Protection of space and autonomy of Voluntary Action (GO-NGO Relations)                                                   | Convening loose coalition of VDOs                                                                                 |
| 1987   | Land Alienation due to industrialisation                                                                                  | Information support to local struggles                                                                            |
| 1988   | Workers' Take-over of Sick Industry (Kamani Tubes Ltd.)                                                                   | Informational support to TUs                                                                                      |
| 1990   | Campaign against Dust related Lung Diseases                                                                               | Convened a coalition of TUs, VDOs, Doctors, Professionals, Media, etc.                                            |
| 1992   | Voluntary Action in support of Secularism                                                                                 | Active participation and information support to a coalition convened by VANI                                      |
| 1995   | Monitoring World Bank Participation Policy                                                                                | Chaired the Sub-Group of NGO Working Group on World Bank                                                          |
| 1997   | Strengthening Panchayati Raj Institutions (Women's Leadership, Strong Gram Sabha, Microplanning, Panchayat Finance, etc.) | Mobilising and convening                                                                                          |
| 1998   | Enabling Policies for Capacity Building                                                                                   | Convening International Forum on Capacity Building of southern NGOs with other southern NGOs and northern donors. |

Several observations can be made from this historical overview. First, PRIA continues to operate all four intervention strategies till date. Second, its upstream interventions have been gradually becoming relatively more common than downstream interventions. However, present direct intervention strategies with respect to Panchayati Raj Institutions and Occupational and Environmental Health are a major source of learning for other intervention strategies of PRIA. Third, knowledge building and dissemination have always been a key intervention strategy of PRIA, which have supported its capacity building and advocacy intervention strategies as well. The highlights of PRIA's contribution to knowledge building and dissemination can be perused through Box 3.

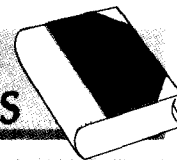
Therefore, the past 18 years of evolution of work of PRIA has resulted in growing complexity on three dimensions:

- a) The first dimension is that of various issues and themes on which PRIA has laid emphasis. From participatory research to empowerment, to participatory development to citizenship and civil society; this is an increasingly complex and sophisticated elaboration of common theme.
- b) There has been a growing differentiation and diversity of constituencies with which PRIA works directly. It works directly with grassroots groups, local bodies and panchayats, intermediary voluntary organisations, support organisations in South Asia, trade unions and professional bodies, government departments and agencies, national and international donors, national and international academia, etc.
- c) The strategies by which PRIA works have also increased in complexity. It provides direct capacity building support to grassroots groups; it builds capacity of other providers of capacity building; it engages in research on policies and enabling environments; it disseminates knowledge and information; it builds networks and alliances nationally and internationally; it engages in policy advocacy.

**Note:** Besides those on the right, a number of publications and audio-visuals (in English, Hindi and other languages) produced and disseminated by PRIA as learning materials are intended to promote greater access to information by its partners.



## BOX 3 : A SHORT REFERENCE TO PRIA'S KNOWLEDGE BUILDING INTERVENTIONS



| PERIOD    | THEMES                                              | KEY PUBLICATIONS                                                                                                                                  |
|-----------|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| 1982      | Participatory Research                              | Creating Knowledge : A Monopoly?<br>Participatory Research : An Introduction                                                                      |
| 1984      | Adult Learning & Primary Health                     | Learning for Health                                                                                                                               |
| 1985      | Participatory Training Methodology                  | Manual on Participatory Training Methodology                                                                                                      |
| 1986      | Enabling Environment for VDOs                       | GO-NGO Relations : A Source of Life or a Kiss of Death ?                                                                                          |
| 1987      | Management of VDOs                                  | Forms of Organisations : Square Pegs in Round Holes<br>Manual on Financial Management<br>Management of VOs                                        |
| 1988      | Occupational Health and Safety                      | Diseases at Work ( 3 Vol.)<br>Struggle for Justice ( 5 Vol.)<br>Diagnosis of Occupational Diseases<br>Impairment, Disability and their Assessment |
| 1990      | Nature and function of VDOs                         | Voluntary Development Organisations in India                                                                                                      |
| 1990      | Women's Economic Empowerment                        | Work and Empowerment                                                                                                                              |
| 1991      | Support Functions and Organisations                 | Strengthening the Grassroots : Nature and Function of Support Organisations                                                                       |
| 1992      | Collaboration and Partnership                       | Holding Together                                                                                                                                  |
| 1993      | Women's Leadership and Learning                     | Videos & Booklets                                                                                                                                 |
| 1994      | Institutional Development                           | Journal of Institutional Development                                                                                                              |
| (onwards) |                                                     |                                                                                                                                                   |
| 1995      | Participation and Governance                        | Participation and Governance Bulletin, Manuals, Videos                                                                                            |
| (onwards) |                                                     |                                                                                                                                                   |
| 1995      | Civil Society, its meaning, roles and problematique | A number of papers; CITIZENS (published by CIVICUS)                                                                                               |
| (onwards) |                                                     |                                                                                                                                                   |
| 1995      | Strengthening Panchayati Raj Institutions           | A number of booklets, Videos, study reports                                                                                                       |
| (onwards) |                                                     |                                                                                                                                                   |

APRIL 1999

## SWOT ANALYSIS OF PRIA

In the history of PRIA, environmental analysis of trends and organisational assessment of strengths and weaknesses have been carried out several times. At this juncture of its evolution, a phase of consolidation and maturity has begun. Therefore, a critical analysis of PRIA's external environment and internal capacities becomes a crucial basis for assessing key strategic choices facing PRIA. The analysis included here has been based on materials generated by the facilitators and combines perceptions of both PRIA's external publics as well as internal Board and staff.

### A ENVIRONMENTAL ANALYSIS

This assessment of trends in the external environment is based on the vantage point of PRIA at this juncture. These subjective assessments also provide a picture of emerging priorities as PRIA sees them.

#### OPPORTUNITIES

- Rapid decline and degeneration of public services and systems prompting for urgent reform of the state institutions.
- Growing recognition of addressing issues of corruption, accountability, transparency and relevance of state apparatus.
- Increasing push towards devolution and local self governance in rural and urban areas.
- Citizen initiative and civil society formations being encouraged and supported nationally and globally.
- Space for partnerships with and influencing of government and international development agencies expanding.
- Use of new Information Technology for promoting exchange, learning, networking and campaigning gaining importance.
- Demand for programmatic and institutional capacity building of development agencies and civil society formations growing in and outside South-Asia.



- Engaging business sector to pay attention to their role and contribution in society is becoming feasible.
- Widespread expansion of electronic and print media is shaping public opinion on societal issues.
- Mainstreaming gender at programmatic and organisational levels is gaining recognition.

#### **THREATS**

- Widespread persistence of structural poverty, illiteracy and deprivation.
- Growing alienation from and dependence on public institutions and governmental agencies.
- Growing intolerance, sectarianism, promotion of narrow identity and fundamentalism in society.
- Increasing use of violence and physical means to deal with conflicts and disagreements.
- Growing political instability and unrest and erosion of democratic institutions and practices.
- Increasing competition within development sector and conflicting interests of different constituencies (e.g. donors, government, NGOs, etc.)
- Declining 'aid' resources, in particular from northern NGOs.
- More competition in provision of services and products on Participatory Research and Capacity Building in the development sector.
- Citizen participation and civil society beginning to buzz like seasonal fashions.
- Blind faith in free market solutions to societal problems still gaining widespread acceptance.

## **B ORGANISATIONAL ASSESSMENT**

The aspects of PRIA's own institutional profile identified here are as strengths and weaknesses that provide the benchmark to build on the former and to address the latter.

### **STRENGTHS**

- Track record of consistency and quality in support functions.
- Innovative approaches to capacity building in civil society.
- Organic and vibrant linkages at grassroots and credibility as a partner.
- Strong web of national, regional and global relationships with fraternal organisations.
- Extensive outreach with international agencies, academic institutions and resource providers.
- Unique Support Institution with diversity of support functions.
- Pioneering work on issues of Participation, Participatory Research and Civil Society.
- Credibility and capacity to convene diverse constituencies around emerging issues of common concern.
- Effective internal governance mechanism and adequate financial, programmatic and monitoring systems.
- Healthy and professional work culture.
- Strong and visionary leadership.
- Committed and competent staff in programme and support function.
- Strong infrastructure (educational facilities, library, computer network, etc.).
- Diversified funding base.



## WEAKNESSES

- Lack of shared understanding of totality of programmes and their rationale among external publics and diverse constituencies.
- Inadequate internal comprehension of perspectives and inter-linkages across programmes.
- Inadequate systems of quality control and assurance.
- Weak entrepreneurial and managerial capacities at middle level.
- Founder-leader overstretched.
- Orientation, coaching and development of new staff not systematic.
- Local fund-raising weak.
- Financial Management and Administrative systems for complex diversified operations need improvement.
- Ongoing mechanisms for institutional learning inadequate.
- Inter-unit communication and coordination not very effective.

## PRESENT STRATEGIC CHOICES

The foregoing analysis presents five arenas of strategic choices for PRIA at this juncture.

- 1 The first arena is the growing linkage between socio-economic development and democratic governance. Grassroots participation and empowerment of the poor and the excluded can not be limited merely to development policies and programmes. Reforms in governance and assuring participatory democracy are key to furthering grassroots empowerment. Strengthening institutions of local self-governance becomes a key thrust area in the future.
- 2 The second arena is the expansion of constituency from VDOs/NGOs involved in development issues alone to citizens and civil society organisations. These include a variety of local groups, professional associations, academia, media, trade unions, cooperatives, neighbourhood associations, women's and youth groups, etc. This follows from above as well, since democratising democracy will entail strengthening citizen participation and civil society.
- 3 The third arena is the engagement of private for-profit sector in promoting environmentally and socially sustainable development. Public laws and agencies alone will not be able to address environmental and occupational health and sustainable industrial development in the face of growing pressure for economic growth. Convening fora and processes of multi-stakeholder dialogue and decision-making around issues of environmentally and socially sustainable development will be crucial in this regard.
- 4 The fourth arena is the expansion of capacity building support functions to include enabling policy and public environment. Direct interventions aimed at building capacity of citizen's organisations and the intermediary VDOs, Trade Unions and others are unable to generate desired impact if policy environment for citizen's rights and VDO operations remains anti-people. Unblocking such policy obstacles and promoting a positive image of the value addition of capacity building of citizen's organisations and VDOs will have a multiplier effect on their participation and impact.



- . 5 The fifth arena is to assure greater focus on complex upstream
- . interventions to have broader multiplier effect. This will imply greater
- . attention to interventions, which combine capacity building, networking
- . and policy advocacy, knowledge building and dissemination with direct
- . grass roots interventions in a creative and synergistic manner. Assuring
- . effective linkages and mutuality between upstream interventions and their
- . downstream manifestations will become crucial in this regard.
- . PRIA's future directions can, therefore, build on these strategic choices. These
- . choices necessitate a sharper redefinition of PRIA's Vision, Mission, Strategy and
- . Identity.

## 1 VISION

PRIA's vision of a desirable world is where relations across individuals and families, communities and nations are characterized by equity and justice. Besides socio-economic equity, PRIA believes in gender justice as a cornerstone of such relations in the family, community and society. A balance between economic and social development with ecological regeneration requires thoughtful balance between local priorities and global demands. Informed, empowered citizens participate in deepening democracy with respect and tolerance for plurality and diversity. A balance between citizens' rights and responsibilities is nurtured through a balance between authority and accountability. Individual freedom and autonomy is sustained with collective solidarity for public good. PRIA's vision of a desirable world is based on values of equity, justice, freedom, peace and solidarity.

## 2 MISSION

- To work towards promotion of policies, institutions and capacities that strengthen the voice and participation of the poor and the marginalized, in improving their socio-economic status in democratic governance in society.
- PRIA's analysis of the existing situation of discrimination in society provides the basis for identifying the poor and the marginalized.
- Gender discrimination necessitates focusing upon changing women's roles and status as agents and leaders of change
- Economic discrimination requires addressing issues of poverty and powerlessness.
- Social exclusion entails mainstreaming participation by children, youth, tribals, dalits, elderly and others.
- Discrimination of rights brings focus on workers (particularly women in the informal sector) and ordinary citizens.

### 3 STRATEGIES

The three primary strategies of PRIA's work comprise of

**a Capacity Building**

**b Policy Advocacy**

**c Knowledge Building**

**A Capacity Building** entails direct strengthening of capacities of a variety of actors :

- citizens
- citizen organisations
- voluntary development organisations
- support organisations
- networks and coalitions of such organisations.

A wide variety of methods are used in enhancing and strengthening capacity at individual, institutional and sectoral levels. Besides structured training of short and long durations such methods also include exposure visits, field placements, apprenticeships, project work, library work and systematic reflection of experiences. Innovations in capacity building themes and methods must guide PRIA's efforts in future. Information dissemination becomes a major mechanism for a multiplier effect in capacity building.

Information dissemination can benefit by using new Information Technology. Better synthesis, packaging and promotion of new knowledge can be enabled through this. Better use of existing media for communicating knowledge should include print and electronic media, journals, conferences, academia, etc.

**B Policy Advocacy** entails influencing policies from the vantage point of enabling participation and empowerment of the marginalised. It comprises of systematic and ongoing monitoring of existing policies, their implementation and reformulation. It also involves building networks, coalitions and alliances of like-minded individuals and organizations. It implies convening fora of such

different yet commonly concerned actors. It requires structuring of dialogues across differing perspectives and players. It entails establishing linkages and accountability between micro and macro issues and actors. It entails lobbying, campaigning and public education through a variety of methods.

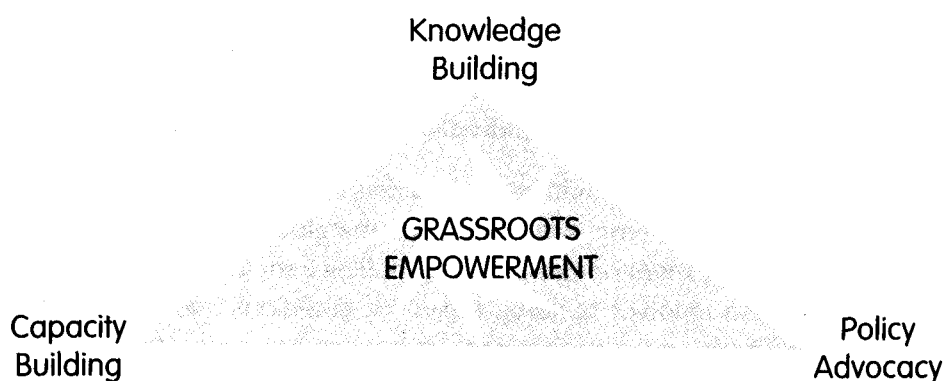
PRIA's unique contribution is to work with partners and others interested in creating enabling environment and policies for enhancing democratic participation of the hitherto excluded. This is citizen advocacy not just professional advocacy.

**C Knowledge Building** entails engaging in critical and systematic study of issues, processes and institutions, which enable or disable citizens' voice and participation in shaping their own life and in deepening democracy. Production of new knowledge is linked to its purpose of social change; methods and tools enable partnership and cooperation with those who will use the results of such study; existing experiences and popular knowledge are acknowledged as a starting point for building new knowledge; sharing of results is undertaken in a manner that empowers citizens to act in shaping their lives; organic linkages and accountability between research and action, researcher and practitioner, and learning and empowerment is assured.

This is the essence of Participatory Research philosophy and the perspective of PRIA:

"Knowledge is Power"

The three broad strategies operate in an integrated and interlinked manner. Each programme thrust area utilizes different combination of these three strategies, which vary over a period of time.





#### 4 CORE VALUES

The following core values inform PRIA's interventions based on the above. These values need to be operationalized in PRIA's practice.

- The perspective of Participatory Research is empowerment through knowledge. It implies that enhancing access to knowledge, demystifying expertise, synthesising experiential knowledge of ordinary citizens contribute to empowerment.
- Mainstreaming gender justice and equity through analysis of social reality, organisational policies, systems and structures, programme priorities and plans are integral to our vision.
- Building and strengthening partnerships with other like-minded actors enhances the value of our interventions. Our own knowledge and capacity is enhanced in learning from others.
- Pursuit of Mission requires sustained, long-term efforts, not shifting priorities according to seasonal fashions.
- Multiplier effect and scaling up of impact of our interventions requires constant experimentation and risk-taking.
- Work culture in PRIA values excellence, quality, integrity, openness to learning, knowledge sharing, mutual support and cost-effectiveness.

#### 5 IDENTITY

PRIA IS AN INTERNATIONAL CENTRE FOR LEARNING AND PROMOTION OF PARTICIPATION AND DEMOCRATIC GOVERNANCE

- It learns about challenges of promoting participation and democratic governance through local grassroots action.
- It undertakes systematic documentation and study of grassroots experiences and societal trends to build knowledge
- It promotes learning of others through dissemination of knowledge and capacity building

- It encourages promotion of enabling environment and public policies towards this end.
- PRIA operates locally, nationally, regionally and globally.



## PROGRAMMATIC FRAMEWORK

Based on the above, PRIA's future programmatic work is organised into five clusters. Each cluster is thematically grouped focusing primarily on key constituencies relevant to that set of themes. These clusters are not mutually exclusive, and would need to be linked together in practice. Each Programme Centre hosts one cluster and utilises all three strategies of capacity building, knowledge building and policy advocacy. The presentation of these five Programme Centres includes key issues to be addressed and current priorities to be carried forward. An initial operational mission for each Programme Centre is also identified.

### A CENTRE FOR LOCAL SELF-GOVERNANCE

The overarching mission of this Centre is to contribute towards making Panchayati Raj and Municipality bodies as effective institutions of local self-governance.

- 1 The devolution of power, resources and capacities to local bodies is both a gradual and uneven process in the country. The experiences of the past five years indicate the need for large-scale interventions simultaneously aimed at:
  - authentic information dissemination among citizens, Gram Sabha and Ward regarding their rights and responsibilities;
  - preparation of capacities and mechanisms for effective exercise of leadership by women and dalits in elected fora (Gram Panchayat, Panchayat Samiti, Zilla Parishad);
  - access to and control over development resources, natural and physical resources and direct monitoring of local development programmes by these bodies;
  - micro-planning and local resource mobilisation by these bodies as a vehicle for bottom-up development as well as an instrument of accountability to the community;
  - public policy reform to create an enabling environment for local bodies to act as effective self-governing institutions.

- 2 The existing programme in collaboration with NCRSOs and others needs to be repositioned to assure;
  - scaling up of impact in each state
  - coverage of new states
  - Collaboration with all existing players to enhance impact
  - motivation of new actors to take-up the issue of strengthening PRIs and municipalities
  - large scale public education to promote participation in democratic governance.
- 3 A new intervention needs to be planned to energise and activate urban Nagarpalikas and Municipalities. Very little work is going on in this area. Urban population, problems and decay is seriously undermining societal development. Integration of rural and urban development strategies (like District Planning Committee under 74th Constitutional Amendment) is not feasible unless attention is paid to strengthening democracy in urban governance.
- 4 A systematic and sustained effort to motivate citizens to actively participate in local governance needs to be supported by strong information and knowledge support. A National Resource Centre in PRIA alongwith a network of state and district level Resource Centres needs to be established to act as active focal points for information dissemination.
- 5 Democratic decentralisation is being carried out in nearly 80 countries of the world today. New issues about roles of national governments and international inter-governmental bodies arise in the face of large scale local self-governance. Innovations and best practices carried out in one context need to be shared with and promoted in other contexts. Comparative programmes of research and action need to be initiated to enable collective learning, capacity building and advocacy in future.
- 6 Vehicles of ongoing information sharing need to be systematised. State level, local language communication vehicles may need to be complemented with



national level journal (Journal of Local Self Governance) and website to address Panchayati Raj and Municipality issues in an integrated perspective.

## **B CENTRE FOR CIVIL SOCIETY DEVELOPMENT**

The overall mission of this Centre is to promote deeper understanding of the mosaic of civil society actors and to enhance their contributions in democratic governance in society.

- 1 The concepts of civil society, social capital and citizenship have not yet been fully explored and debated in the Indian and Asian context. Besides, a variety of traditional (village councils, caste committees, etc.) and modern (professional associations, VDOs etc.) forms coexist; local level actors (village women and youth groups) and regional/national/international institutions and networks coexist; from the vantage point of the marginalised and the poor, conflicts and contestations exist in civil society; from PRIA's core values, the vicious (underground, fundamentalist, violent movements and groups, etc.) coexist with the virtuous (peace committees, self-help groups, etc.). In this diversity and heterogeneity, study of trends and practices, potentials and limitations, opportunities and challenges is essential.

Existing studies 'Mapping the Non-Profit Sector' and 'Civil Society and Governance' provides a valuable starting point in this regard.

- 2 Citizens, citizenship, informed, empowered and active ... are ideas and ideals not fully understood and debated in our context. Governments treat people as either voters or beneficiaries. Private business treats people as producers or consumers. Citizens as sovereign, right-bearing moral force, with a sense of accountability to common public good – these are ideas that are in urgent need for exploration. The aspirations of all citizens to be heard, to engage, to participate, to debate, to decide – are real now. Public institutions, state apparatus and regulations are not trusted any longer, questioned for their efficacy and ignored for decay. Citizen-state relationship needs to be reformulated, citizen-market dynamic needs to be redesigned.

Existing study on 'Civil Society in the New Millennium' provides an excellent starting point to pursue this further. CIVICUS and Commonwealth

Foundation joint programme to develop Global Citizen Commitment is an organic follow-up.

- 3 Decline of public services and institutions, neglect of state delivery systems, callousness of judicial systems, fear of law and order machinery - these can be arrested and reshaped by active citizen participation. Promoting citizen's advocacy to monitor, influence and realign these services and agencies is crucially needed for institutional reform in democratic governance. Evolving methods, tools and techniques for citizen's monitoring, citizen's communication and citizen's advocacy is crucial.

Basic education and health care, urban sanitation and road safety, banking and food products readily lend themselves to such citizen monitoring and advocacy.

- 4 Building leadership of citizens to act and impact is key to the above. In particular, leadership of women has already demonstrated resounding success in many arenas. Like-wise, youth leadership needs to be enabled and encouraged, as they have the potential for long-term action. New ways and forms of leadership strengthening need to be encouraged. Moral and ethical dimensions of leadership become crucial in this context. The crisis of leadership is universal, and our response needs to be urgent and long-term.
- 5 Public and policy environment for civil society development is inadequate, if not downright hostile. Regulation and monitoring by state needs to be influenced in the framework of 'citizens are not - enemies - of - the state'. Attention to those policies and laws needs to be singularly focused which relate to legal incorporation, resourcing, self-governance and right to information.
- 6 Capacity enhancement of civil society formations needs to be specially targeted. Issues that have gained currency in this regard are: capacity to work together as networks and coalitions, to build issue-specific partnerships with state and market institutions, to promote accountable and participatory public advocacy, to generate local resources and to sustain autonomy of thought and action. Very little work has been carried out in this regard. Current projects on documenting partnerships and action-research on citizen-police dialogue could be an interesting learning opportunities in



this regard.

- 7 The discourse of civil society, social capital and citizenship is a global one, and lessons and ideas can be compared, shared and promoted. PRIA's particular thrust of citizen participation and democratic governance gives it a vantage point to expand its global outreach and its impact. Institutions of Global Governance (like UN, WTO, WB/IMF, etc.) need to also be addressed as civil society spaces.
- 8 Systematic information dissemination vehicles need to be evolved to support the discourse and capacity enhancement efforts. A recast JID could become Journal for Civil Society Development as a vehicle for engaging in such knowledge-sharing.

### **C CENTRE FOR PARTICIPATION IN DEVELOPMENT**

The primary mission of the Centre is to promote effective participation of primary stakeholders in development policies and programmes.

- 1 PRIA's experience in promoting participation in development has shown the need to address the issue of quality. While many government development programmes have begun to use the language of participation, the depth, durability and sustainability of authentic participation by primary stakeholders continues to be a concern. Studies in actual practices in participation of primary stakeholders could generate valuable insights in this regard. Studies of Village Education Committees, Water Users Associations, Forest Protection Committees, Watershed Committees, etc. could be a basis for relevant insights.
- 2 Capacities of government agencies to promote participation of primary stakeholders are rather inadequate. Designed to deliver development from outside, the systems, personnel and culture of these organisations require substantial augmentation and improvement for quality improvement in this regard. Methodologies of participatory planning, participatory monitoring and evaluation, participatory training, participatory management, etc. need to be pursued as relevant interventions for promoting better quality in this regard.
- 3 The process of monitoring and influencing large-scale development

programmes needs to be undertaken at a meso level. Particular sectoral programmes (like education, health care, irrigation, watershed, forestry, water and sanitation, etc.) need to be targeted for such policy advocacy. A significant value-addition can be made by PRIA through its downward linkages at grassroots and regional/global linkages in NGO Working Group on ADB and World Bank. Policies and programmes of bilateral donors and northern NGOs also need to be included in this fold.

- 4 Voluntary Development Organisations, on their own as well as a part of bilateral/multilateral programmes, engage in promoting participation of primary stakeholders in development programmes. Participatory development, its meanings and methods, its processes and mechanisms need to be systematically pursued with such organisations. Capacity building areas for VDOs include participatory planning, monitoring and evaluation, participatory training, process documentation and change management, strategic planning and organisational development, etc.
- 5 There is a growing need to enhance enabling policy environment, programme support and resource flows for long-term and systematic capacity-building of southern VDOs. Policy dialogue with governments and northern donors is crucial in this regard. Hence, systematic documentation of best practices and inadequacies in current capacity building programmes is crucial. Effective use of International Forum for Capacity Building of Southern NGOs can be made in this regard.
- 6 A major arena of thrust for PRIA is to document, synthesise and disseminate learning and best practices in promoting participation of primary stakeholders. Various experiences already exist nationally and internationally. Past experiences of PRIA and its partners can also be fruitfully harnessed to synthesise these lessons and to share them more widely. Mechanisms for dissemination of information and issues need to be evolved. Strategic partnerships with some local and global networks and institutions may be developed to enhance outreach and impact.
- 7 On a select basis, hands-on learning may be enhanced by undertaking particular projects and assignments that enable experimentation of approaches and methods to promote participation and empowerment. This



is particularly relevant for women's empowerment, since they face systematic exclusion and discrimination. In this context, project on women's empowerment through livelihood and literacy is an example. Other ways of gaining such experiences and capacities may well be crucial to assure an updated, dynamic and holistic understanding of participation and empowerment in development domain.

#### **D CENTRE FOR ENVIRONMENTALLY SUSTAINABLE INDUSTRIAL DEVELOPMENT**

The overarching mission of the Centre is to promote the participation of workers and community in assuring an environmentally sustainable industrial development.

- 1 PRIA's work in the area of environmental and occupational health has enabled it to contribute to workers' awareness and trade unions' interest in addressing issues related to workplace health and safety. This experience now needs to be expanded to view industrial development as a whole in a sustainable perspective. Given the larger context, economic growth and industrial activity will both increase. Mining, factories, industrial parks and zones are all increasing. These provide income, employment and goods/services.

Yet, the practice of industrial development in India is highly unsustainable. It is so because conflicts of interest between owners and workers, workers and community, trade unions and environmentalists have become accentuated. Industrial development has ignored social (displacement, dislocation, migration, etc.) and environmental (waste, pollution, degradation, resource overuse, etc.) consequences outside. Inside the factory, health and safety, HRD and well-being of workers has been ignored.

- 2 Environmentally sustainable industrial development in India and other developing countries requires participation and empowerment of workers and managers to effect changes necessary in workplace technology, practices and culture in improving quality and standards. PRIA's experience in research and capacity enhancement in this area can enable groups of industries and workers to find ways to work together in this regard.

- 3 The community surrounding an industrial operation is largely ignored by workers and managers alike. Its social and environmental impacts on surrounding communities are not taken into account inside the operations. Conflicts, tensions and disagreements hurt both the industry and the community. Environmental health issues arising out of the industrial activity get accentuated with existing deprivations in the community itself. Organising fora for dialogue and joint activities could be crucial in this regard. Public hearings can become effective mechanisms for that.
- 4 The global industrial order is raising environmental and social concerns in business environments. ISO 9000 and 14000 explicitly include social responsibility and environment sensitivity clauses. Developing practical and measurable ways of assuring adherence to standards in social and environmental arenas can help business and industry to evolve better practices. PRIA can collaborate with business and industry associations and fora to promote business/industry adherence to such social and environmental standards.

Mechanisms and processes of monitoring progress in this regard may also be evolved.
- 5 Monitoring and public policy advocacy are essential for assuring that such sustainable industrial development policies and programmes evolve. PRIA may undertake regular monitoring of new economic and industrial policies from the vantage point of environmental sustainability. These may include industrial parks, free trade zones, import of certain products and technologies, etc. Involvement of workers, trade unions, community, citizens and others could be promoted for such monitoring.
- 6 The network of workers' associations, trade unions, VDOs, professionals, researchers and media that PRIA's programme on Environmental and Occupational Health has built needs to be utilised to undertake long-term programming in this field. Building new partnerships in private enterprise and business may be needed. Information dissemination, access to new technology and continued thrust on knowledge building is essential to promote this area of work. Existing tools of information dissemination are redesigned to serve this purpose.

- 7 The challenge of environmentally sustainable industrial development is global. Many countries and organisations have had a variety of experiences in this field. Building opportunities for systematic sharing and learning can be crucial in this regard. The present programme with ASPBAE can be used as an example to develop further collaborations globally and in Asia.

## **E INFORMATION RESOURCE CENTRE**

The overall mission of the Centre is to promote effective use of information as a vehicle for participation and empowerment.

- 1 The Centre has a set of internal functions within PRIA. In this respect, it supports the work of other Programme Centres. This includes maintenance and upgradation of the physical and electronic library in PRIA; design, publication and marketing of learning materials, studies and periodicals; use of improved hardware and software in Information Technology; linkage with media; and, assuring editorial quality, consistency and congruence of information disseminated by PRIA. Improvements in technology, capacity and systems can be made to enable effective servicing of PRIA internally.
- 2 The Centre also has a set of external functions to support NCRSOs, PRIA partners and others. This support can comprise of :

- documentation (workshops, annual reports, cases, etc.)
- design and publishing
- IT advice, capacity building, website services, etc.
- library membership

Better capacity, enhanced systems and long-term planning is needed to assure the effectiveness of this function. Demand is high; PRIA is already offering some of these services; the external support functions are a crucial contribution to the sector.

Previously developed strategies to strengthen the above functions of the Centre can be re-aligned in light of the preceeding to expand its broader coverage, proactive outreach and systematised operations.

## INSTITUTIONAL FRAMEWORK

The foregoing programmatic framework provides the basis for elaborating an appropriate institutional framework.

### ARCHITECTURE

The broad design of PRIA comprises of six Centres : five Programme Centres (as outlined above) and a Management Support Centre.

- A The Management Support Centre provides support to Programme Centres in areas of financial management, infrastructure maintenance and management, conference arrangements, guest house, travel and transport, food and beverages, staff administration, statutory obligations, etc.

It also provides external support to partners and customers in conference management, food and beverages, guest house and transport/travel.

- B Each Programme Centre comprises of a team of staff with competencies in knowledge building and dissemination, policy monitoring and advocacy, capacity building and networking. Each Programme Centre will operate as a semi-autonomous unit with a three year strategic plan and annual operational plans. Responsibilities of each Programme Centre include :

- Programme/work planning
- Proposal preparation
- Fund raising
- Programme reporting
- Staff assignments
- Recommendations for staff recruitment
- Staff orientation/HRD
- Constituency relations
- Peer reference



- Team functioning
  - Programme monitoring/evaluation
  - Inter-unit coordination
- C Inter-unit coordination and collaboration will be effected through a variety of ways :
- i) Team building for leadership of six centres to enable effective interpersonal communication
  - ii) Inter-Centre Coordination Committee (ICCC) as a structure for joint action in areas of :
    - programme review and planning
    - staffing in projects
    - choices on external demands
    - development and monitoring of internal systems and culture
    - mutual coordination
  - iii) Task Forces to address time-bound issues
  - iv) Standing Committees to provide leadership on an issue or work area (like CASH right now)
  - v) Project Teams for assignments across Centres
  - vi) Rotation of staff and responsibilities
- D President's Office
- Responsibilities include :
- Assuring perspective and approach
  - Guidance, advice and supervision of Centre heads
  - Programme guidance and advice

- Recruitment and HRD of middle/senior staff
- Strategic thinking and planning
- Public relations
- Support in Resource Mobilisation
- Institutional Development of PRIA
- Focal point for systematizing learning and knowledge from PRIA's various programmes

#### **E GOVERNING BOARD**

Responsible for

- Overall policy and direction setting
- Advice to President
- Long-term planning
- Financial, programmatic and statutory oversight
- Coordination with Board of Trustees (PET) for matters relating to the President

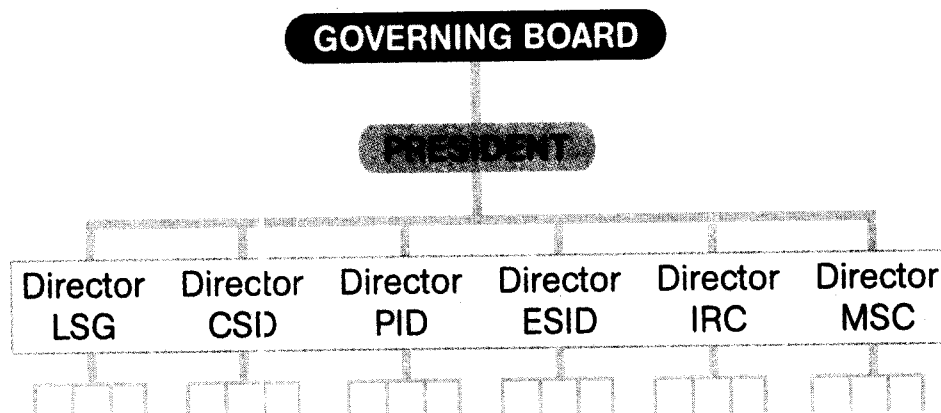
#### **F ADVISORY COMMITTEES**

Each programme centre develops an Advisory Committee comprising of peers, customers, collaborators and policy-makers relevant to that programme area. A small body of 7-10 persons (drawn from India and outside) would meet occasionally to provide advice on programme directions, quality and impact. Each member of the Governing Board will be a member of at least one of these Advisory Committees.

An International Advisory Committee assists the Governing Board in assessing and developing appreciation of the global dimensions of PRIA's work and impact. It will transact its business electronically, and its members may advise PRIA's Governing Board (through the President) as and when



necessary. Each of them will also be a member of an Advisory Committee of various Programme Centres.



## G ANCHOR

PRIA's field based project offices (presently in Haryana and Himachal Pradesh) will be set up for a fixed time to serve given programmatic purposes. Coordination with and supervision of these offices will be carried out through ICCC, though anchored in a particular Centre. Like-wise, coordination with NCRSOs (including PRI, MIND, Capacity Building programmes, etc.) will be carried out through ICCC, though anchored in a particular Centre.

## HUMAN RESOURCES

A A major challenge facing PRIA in implementing this strategic plan is the recruitment and development of essential human resources. This is particularly relevant for the leadership of each Centre. In specific terms, the following considerations need to be made in recruitment and development of appropriate human resources in PRIA :

- Field experience
- Professional expertise
- Multiple backgrounds

- Entrepreneurial
- Work habits - punctuality, seriousness, hardworking, involvement
- Openness to learning
- Leadership/initiative
- Coordination and management skills

A systematic, sustained and ongoing effort needs to be undertaken to recruit and develop appropriate human resources.

- B An additional consideration that needs elaboration is the compensation system. Enhanced competencies and responsibilities will demand a reasonable package of compensation. PRIA's current compensation system may need review in future.
- C The Governing Board composition needs regular and ongoing review and development. In order to assure that the perspective, philosophy and vision of PRIA is sustained, a Board of Trustees is nominated to be the final decision-makers in respect of appointment, compensation and terms of service of the President. The current Trustees of PRIA Educational Trust (PET) (Prem Chadha, Joe Madiath, Sheela Patel, D. Thankappan and Rajesh Tandon) will play this role.
- D Appointments, service conditions and compensation of Directors of Centres will be done by the President with the consent of the Governing Board.
- E A system of core staff and project staff will be developed. The former will be assured long-term employment in PRIA through interest income of Corpus Fund. The President, Directors and a few staff in each Centre will be identified through a system of rigorous scrutiny based on established procedure to qualify as core staff.

## FINANCIAL RESOURCES

- A The following chart presents the overall flow of funds per category. Core Institutional Grants comprise of DVV/IIZ and Bilance support which provides for flexible application to programmes, staff and administration

expenses. This figure is likely to remain unchanged.

Long-term projects are those grants (from national and international sources), which are apriori specifically provided for a project (like PRI, MIND, JHU study, etc.).

Earned income comprises of income from short-term assignments and contracts of training, study or documentation, income earned from fees in capacity building programmes, income from sale of publications, use of guest house and conference facilities, IT and other services.

## FINANCIAL RESOURCES

Projections (In Rs. crores)

|                          | April 1999          | April 2003          |
|--------------------------|---------------------|---------------------|
| Total (per annum)        | 4.00 (\$ 1 million) | 8.00 (\$ 2 million) |
| Core Institutional Grant | 1.20                | 1.20                |
| Long-term Projects       | 2.00                | 4.30                |
| Earned Income            | 0.80                | 1.50                |
| Corpus Interest          | —                   | 1.00                |

- B Corpus interest is annual interest on Corpus Fund. Assuming a 10 % rate of return over years, a corpus fund of Rs. 10 crores (\$ 2.5 million) can assure an annual return of Rs. 1 crore.
- C A strategy for Corpus development needs to be evolved on the basis of the existing corpus of Rs. 1.50 crores.
- D The resources for international programmes will be managed through PRIA International (as at present). Its operations will depend upon the nature of international activities of different Programme Centres.

## OPERATIONAL FRAMEWORK

The Strategic Plan needs to be operationalized over a time period. The following steps are envisaged :

- 1 Performance and capacity assessment of present staff will be completed in order to have an initial team placed in each Centre by end of May 1999.
- 2 Taking advantage of ongoing programmatic commitments and programmatic reviews already planned (PRI, MIND, etc.), new programme plans (2-3 year period) will be ready by September 1999. This will be presented and discussed by the Governing Board.
- 3 As a part of joint recruitment of programme staff with NCRSOs additional competencies needed in each Centre will be filled by October 1999.
- 4 Recruitment and placement of Directors will begin by end 1999.
- 5 Various Advisory Committees would be in place by April 2000.
- 6 Resource mobilization for ongoing and new programmes will be completed by April 2000.
- 7 Modification of PRIA's constitution and bye-laws will be effected by June 2000.
- 8 Appointment of the President and a new Governing Board will be made by September 2000.
- 9 A strategy for Corpus Fund will be in place by end 1999 and Corpus Fund will be subscribed by March 2002.
- 10 Monitoring of progress in operationalization will be carried out by the Governing Board with help from an internal team.