

Strategic Plan
of PRIA

**GOVERNANCE
W H E R E
P E O P L E
M A T T E R**

APRIL 2003



Preamble

This Strategic Plan of PRIA is an outcome of a series of events in 1999-2002 that generated opportunities for evaluation of its interventions. The Bhopal convention on 'Citizenship, Participation and Democracy' in November 1999 enabled sharing of experiences from all over the country. The external evaluation of MIND fellowship programme helped redesigning various interventions. A series of workshops during the twentieth anniversary of PRIA on the theme of 'Governance, where people matter', provided an occasion to take stock of the past and envision the future. And an external evaluation of the PRI programmes in May 2002 highlighted many achievements and some recommendations for the future.

This process of consultation and reflection has helped PRIA to explore its current practices, and its long-term visions. The new strategic plan, fifth plan of its kind, has undergone a series of discussion amongst PRIA's staff, partner organisations, donors, the governing board and a variety of stakeholders that has enabled the plan to be tailored around two broad themes of Strengthening Civil Society and Reforming Governance Institutions. This Strategic Plan is PRIA's own statement of the road map of its journey over the next five years.

As an organisation for social transformation, dedicated to the cause of citizens' participation and empowerment, the participatory, open and candid process of critical reflection has been especially productive and thought provoking. I want to thank our partners and resource providers for open and supportive feedback, the staff of PRIA for engaging with uncertainty and the Governing Board for its guidance and support.

Thanks all!

Rajesh Tandon
April 2003



Table 1: PRIA's History

Phase	Key Achievements	Lessons
First Phase (1981-1985)	• Facilitation of Participatory Research with grassroots groups, organizing sensitizing and building partnerships with them around issues related to land alienation and displacement, forest, occupational health and safety. • Capacity enhancement of Voluntary Development Organisations (VDOs) and Training of Trainers (TOT) on Participatory methodologies. This enabled the development of various participatory learning opportunities as shown in Box 1 as well as contributed to knowledge building that can be perused through Box 3.	• Participatory Research methodology, when applied through Participatory Training and Participatory Evaluation, addressed real issues of the marginalised. • Working with both grassroots and intermediary organisations (voluntary agencies and trade unions) helped to build partnership, with like-minded organisations, that enabled outreach of innovations and greater visibility to advocacy issues.
Second Phase (1986-1988)	• Institutional capacity building support to VDOs, on Organisational management and Participatory planning and monitoring.	• Management of VDOs requires new perspectives and methods given the mission-oriented nature of their organizations.

Lessons from PRIA's History

PRIA work is built on the premise that "Knowledge is Power" that aims to strengthen popular knowledge, demystify dominant concepts and promote experiential learning and people's participation. For the past 21 years, it has evolved its programmatic focus in responding to changing contexts and anticipating emerging trends.

To understand its dynamic growth, its history is divided into five phases (see Table1). Each phase followed a common intervention strategy, with the overall aim of 'empowerment' of the marginalized – poor, the oppressed, women, dalits and tribals.

The distinctiveness of each phase was the elaboration of the common theme of participation and empowerment, the nature of the constituency and the sectoral component, around which the poor and oppressed were organised and their learning was facilitated. Each stage further strengthened the emerging relationship between local and global issues, between micro and macro actors and contributed to bridging the gap between learning and doing.

Phase	Key Achievements	Lessons
	• Promoting participatory development in large-scale government programmes (like literacy, women's development, etc.) was supported. • Campaign on Dust-related Lung Diseases built a broad coalition of workers, trade unions, medical doctors and government institutions. • Emergence of VANI as a national platform to advance autonomous space for value-driven voluntary action was supported.	• Concrete efforts need to be made to overcome schisms within civil society in the country (e.g. between trade unions focusing on occupational health and safety, and environmentalists focusing on pollution and degradation). • Global networking and linkage building is essential for supporting national level interventions. • Professional development of staff of voluntary organizations requires a long-term HRD strategy.
Fourth Phase (1994-1998)	• Initiation of direct work on strengthening Panchayati Raj Institutions as institutions of local self-governance. • Sensitization of the Trade Unions, NGOs and doctors on issues of occupational and environmental health, as a unitary focus.	• Large-scale, in-depth intervention is needed in ensuring Panchayati Raj Institutions to become institutions of local self-governance in real sense.

Phase	Key Achievements	Lessons
	• Capacity building support on literacy and management of women's economic activities to voluntary organizations and semi-government agencies. • Building local and international networks of Participatory Research and Adult Education helped to share and disseminate lessons across different contexts. • Influencing State policies on issues of protection of space and autonomy of voluntary action, workers' take over of sick industry, and against land alienation due to industrialization. The history of advocacy efforts is listed in Box 2.	• Supportive government policies and laws are crucial for the effective contribution of voluntary organizations in people-centred development. • Experiential learning methodology is a valuable contribution in further empowering of field activists and community leaders. • Ongoing support to field based voluntary organizations necessitates a networking approach around common issues.
Third Phase (1989-1993)	• A number of Support Organisation in different states of India were promoted to provide context specific support to local groups.	• Building capacity of Support Organizations at national and South Asian level is a crucial on-going requirement for their effectiveness.

Phase	Key Achievements	Lessons
Fifth Phase (1999-2003)	• Multi-stakeholder approaches attempted to bring trade unions, doctors and local bodies to ensure participation of workers and community in assuring environmentally sustainable industrial development. • As active members of global foras like International Forum on Capacity Building (IFCB), SAARC Forum of support organisations, NGO Working Group on the World Bank, CIVICUS: World Alliance for Citizen Participation, Development Research Centre, etc., PRIA got a unique opportunity to bring the voices and perspectives of the grassroots to influence global policies. • Systematic research on civil society and the scale of the non-profit sector was carried out for the first time in the country. • Direct interventions at grassroots aimed at strengthening PRIs as institutions of local self-governance became nationwide with multiple	• Strengthening civil society requires working with local community based organisations and informal groups, as well as intermediary voluntary organizations. Linking various levels of civil society action to achieve common goal is increasingly crucial. • Based on the lessons from the intensive sites, extensive approach enlarges the outreach and influence to other civil society groups, donors, academia and government. State Resource Centres play an important role in this regard. • Campaign approach to social mobilization (Pre-election Voter Awareness Campaign and Gram Sabha mobilization) and capacity building (orientation of newly elected representatives of PRIs and municipalities and bottom-up participatory planning) helps build a broad-based platform for civil society as well as serves larger public education function.

Phase	Key Achievements	Lessons
	• As the Chair of the sub group on Participation of the Non-Governmental Organisation Working Group on the World Bank (NGOWG-WB), PRIA coordinated monitoring of World Bank's policy of participation at the national and international levels, and used the findings to influence the Bank and the government. • Formal collaboration with Schools of Social Work was carried out to promote academic engagement with issues of Participatory Research and Local Governance. • Network of Collaborating Regional Support Organisations (NCRSOs) was formalized as a vehicle for undertaking joint programmes.	• Promoting new citizen leadership among women, dalits, adivasis and other marginalized communities requires innovations in participatory methodologies. • Civil society formations, other than Voluntary Development Organisations, lack information and capacity to address developmental issues. • Democratic governance is not merely relevant for government departments and agencies, but also for civil society organizations.

Box 1: Chronicling Capacity Building Programmes of PRIA

YEAR	THEME	CONSTITUENCY
1981	Group Building, Leadership, Experiential Learning, Participatory Planning	Grassroots Groups (Mahila Mandals, Youth Groups, Tribals)
1984	Participatory Training (TOT), Participatory Monitoring & Evaluation, Promoting Participatory Research and Community Participation	VDOs (Govt. Agencies, UN Agencies)
1985	Management of VDOs, Statutory Requirements, Financial Management	VDOs
1985	Occupational Health and Safety	
1986	Management of Women's Livelihood and Income-Generation Programmes (Production, Marketing, Financing etc.)	Workers (VDOs, Trade Unions) VDOs (Women's groups, Govt. Agencies)
1988	Vision-Mission-Strategy	VDOs
1988	Participation in Literacy Programmes	Govt. Agencies
1990	Support Organisation Functions, Organizational management, Human Resource Management	Regional Support Organisations, South Asian Support Organisations
1994	Development Management	VDOs in South Asia
1995	Participatory Development	Schools of Social Work, Govt. Agencies
1995	Leadership Building	Women in PRIs
1996	Organizational development Participatory development	VDOs, Donors
1997	Occupational Health	ESI Doctors
1998	Governance, Policy Monitoring and Advocacy, strategic planning, advocacy	VDOs, Civil Society Actors
1999	WELLD (women empowerment through literacy and livelihood development)	Women
	Monitoring environmental pollution	CBOs and VDOs
2000	Leadership Development and Policy Advocacy, Coalition Building	VDOs at South Asian level Women's Groups, CBOs
2001	Social Development Monitoring (Citizens monitoring)	
2002	Citizen leadership	Women informal workers, tribals, dalits.
	Multi-stakeholder Dialogue	VDOs, GO, media, Academia
2003	Gender mainstreaming	Partners in the voluntary sector

Phase

Key Achievements

Lessons

partners. Interventions in urban municipalities were also piloted alongwith.

- Meaningful dialogue with Governments (Central, State and District) on shared goals in respect of service delivery, participation in development and creating space for the marginalized in decision making.
- Government support used systematically to build civil society platforms for voter awareness and orientation of newly elected representatives.
- Linkages with Academia were broadened to enhance greater synergy in Practice-Research Engagement on issues of priority for PRIA.
- Explicit and sustained engagement with Media to promote public education and policy advocacy was operationalised

- Integrating efforts in rural areas in PRIs with urban areas in Nagarpalika/municipalities can bring greater synergy.
- "PRIA's network of RSOs and other partners is unique in the world of civil society" (Dr. James Manor, Institute for Development Studies, UK). This strength can be harnessed to widen the outreach and impact on these issues.
- Improved processes and systems of documentation are needed to capture lessons from intensive, micro sites for effective sharing with broader constituencies. Better linkage between information sharing and practical actions at local and policy levels may require use of multiple media in dissemination of lessons. Use of new Information Technology can greatly enhance this task.

YEAR	THEME	PARTNERSHIP
1998	Enabling Policies for Capacity Building	Convening International Forum on Capacity Building of Southern NGOs with other southern NGOs and northern donors.
1999	Strengthening democracy and deepening citizens' participation.	Platform facilitated to initiate multistakeholder dialogue with GO, Donors, Social Activists, tribal youth and women leaders.
2000	Pre-Election Voters' Awareness Campaign (PEVAC)	Building civil society platforms in different states for voter's awareness on Panchayats and Municipal elections.
2001	Round table on state of Panchayats, Parallel bodies and panchayats	Sharing Field realities with GO, Donors, NGOs, media and academia.
	Towards Capacity Building Agenda	Reforming Technical Co-operation for Capacity Development –UNDP
2002	Status of Non-profit Sector in India: Need for enabling policies. Roundtable on Primary Education and Panchayati Raj	Sharing of finding with GO, Donors, NGOs, Academicians, Media.
2003	Citizens and Governance	Pan-Commonwealth Platform of civil society to promote citizens' engagement with governance.

Box 2: An Overview of PRIA's Policy Advocacy Interventions

YEAR	THEME	CONSTITUENCY
1982	Protecting Tribals' access to forest resources in 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 industrialization	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, Micro-planning, Panchayat Finance, etc.)	Mobilizing and convening

YEAR	THEME	RESEARCH STUDIES & PUBLICATIONS
1999	Collective Initiatives	Journal on Environmentally Sustainable Industrial Development.
	Innovations in Civil society	Journal on Civil society initiatives.
2000	Citizens and Governance	India and Commonwealth study on Civil society in the new millennium.
2001	Strengthening Panchayati Raj Institutions	Various reports have emerged on studies conducted on the status of PRIs, Parallel bodies & Panchayats, Primary Education and Panchayats and Dalit Leadership.
	Civil society and Governance	National Commission to review the Working of the Constitutions: Suggestions and recommendations. A book, which traces the history of the concept and elaborates the various initiatives civil society has made in improving governance in India.
2002	Occupational Health CD-ROM	Compilation of study reports into a CD- ROM
	Governance, where People matter	Compilation of speeches that take stock of PRIA and its partners' intervention and revisioning the future.
	Strengthening Municipalities	Reports on Urbanization trends, Municipal Finances, and Gender Paradigm in Urban Governance
	Voluntary Action, Civil society and State	A Book which seeks to clarify concepts, roles and future relationships
2002	Scale and Status of Non Profit Sector in India	Invisible, yet widespread: The non - profit sector in India and statewide reports on Giving and Volunteering.

Note : Besides above, 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

YEAR	THEME	RESEARCH STUDIES & PUBLICATIONS
1982	Participatory Research	Creating Knowledge: A Monopoly? 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 Manual on Financial Management Management of VOs
1988 (onwards)	Occupational Health and Safety	Diseases at Work (3 Vol.) Struggle for Justice (5 Vol.) Diagnosis of Occupational Diseases 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 (onwards)	Institutional Development	Journal of Institutional Development
1995 (onwards)	Participation and Governance	Participation and Governance Bulletin, Manuals, Videos
1995 (onwards)	Civil Society, its meaning, roles and problematic	A number of papers; CITIZENS (published by CIVICUS)
1995 (onwards)	Strengthening Panchayati Raj Institutions	A number of booklets, Videos, study reports
1997	Social Policy	Shaping Policy: Do NGO matter?
1998	Capacity Building of Civil Society	A number of study reports on Capacity building initiatives of Southern NGOs with IFBC

- Importance in the use of new Information Technology for promoting exchange and expansion of electronic and print media is widely shaping opinions on societal issues.
- A shift has been seen in the readiness of academia to engage with civil society actors to enhance research and social change practice agenda.

THREATS

- Widespread persistence of structural poverty, illiteracy and deprivation continuous.
- Growing alienation from as well as dependence on public institutions and governmental agencies is intensified.
- 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.
- Faith in free market solutions to societal problems is still gaining widespread acceptance despite history of 'market failure' in providing public goods.
- Use of religion and other primordial identities to establish hegemony of political parties has resulted in erosion of democratic values (in particular, respect for diversity and tolerance of plurality) and increase in violence.
- Decline in demand for institutional capacity building of development agencies and civil society formation in and outside South Asia

B. ORGANIZATIONAL ASSESSMENT

STRENGTHS

- Innovative participatory approaches to capacity building in civil society and citizen leaderships.
- Pioneering work on issues of Participation, Participatory Research, Civil Society Governance and Citizenship.
- Strong web of national, regional and global relationships with fraternal organisations.
- Extensive outreach with international agencies, academic institutions, resource providers, media and government.
- Credibility with, capacity to convene and ability to catalyze diverse constituencies around emerging issues of common concern.

SWOT Analysis of PRIA

The previous assessment of PRIA's external environment and internal capacities had been conducted during the strategic reflection and planning in 1998 -99. The present effort is to revisit the same in light of change processes in the external environment and internal capacities of PRIA. The overall aim of this exercise was first, to understand significant changes that have taken place in recent years and second, to equip ourselves to meet the emerging challenges especially in light of the new convergence strategy.

A. ENVIRONMENTAL ANALYSIS

OPPORTUNITIES

- Public service delivery systems tend to be rigid, inadequate and insensitive prompting an urgent need for reform of such institutions.
- Growing recognition of the need to address issues of corruption, accountability, transparency and the role of the State.
- Space for partnerships with and influencing of government and international development agencies is expanding.
- Emergence of the three new states in India namely Chhattisgarh, Uttaranchal and Jharkhand could be considered as the recognition of long-standing struggle of civil society.
- Engaging business sector to pay attention to their role and contribution in society is becoming feasible.
- The momentum and demand for participatory decision-making is increasing, following a decade of devolution and local self-governance in rural and urban areas.
- Citizen initiatives and civil society formations are emerging and being supported nationally and globally.
- Need for mainstreaming gender at programmatic and organizational level is gaining recognition.

Key Strategic Considerations

Five key considerations emerge from the preceding analysis that have relevance to the future PRIA:

- a. Promotion of accountable and transparent governance entails directly engaging governance institutions and its functionaries. This has the challenges of reorienting attitudes, inculcating values and redesigning systems of decision-making, which are consistent with democratic governance. Local self-governing bodies as well as public service institutions, have to be nudged and critically engaged with, for such a reform effort.
- b. Assuring greater voice and influence of ordinary citizens on governance issues has to overcome the dichotomy of beneficiary and voter. There is a need to move towards promoting active and informed citizenship in the society. This implies expanding participatory processes from development to governance.
- c. Reforming governance institutions must deliver sustainable and just socio-economic development for the poor and marginalized. Linking reform efforts to the pressing needs of the excluded citizens requires innovative ways of mobilizing and using public resources for common public good.
- d. The building block of grass-roots democracy is a strong and progressive civil society. Contestations, vested interests and parochial priorities are affecting the civil society movements in India and beyond. Sensitive and strategic interventions are needed to build civil society platforms, coalitions and partnerships that promote democratic governance.
- e. Finally, governance agenda is much bigger than development agenda. It affects all public institutions –government, political parties, trade unions, private business, academia, media, hospitals and universities, temples and mosques, and civil society itself. Democratic governance of society may necessitate reform interventions of all public institutions.



- Systematic effort has been made to reach-out and link up with multiple stakeholders on issues of common concern.
- Effective internal governance mechanisms and adequate financial, programmatic and monitoring systems.
- Healthy and professional work culture.
- Diligent and fructified use of the Founder leaders expertise at programmatic and organizational levels.
- Committed and competent staff in programme and support function.
- Managerial capacities of middle level staff have considerably improved with the support structures in place like Programme Monitoring Units (PMUs), accounting systems etc.
- Inbuilt HRD mechanism to orient, coach and develop new staff.
- Strong and visionary leadership.
- Organization has continuously strived for consistency in quality of support and output to its constituencies.
- Diversified funding base.

WEAKNESSES

- Lack of shared understanding of totality of programmes and their rationale among external publics and diverse constituencies.
- Inadequate historical account and record of organizational systematic learning.
- Ongoing mechanisms for institutional learning inadequate.
- Growing demand for building the capacities of partners, their systems, procedures, and follow-up support has not been met systematically.
- Local fund-raising weak.

- 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 multiplier effect in capacity building.

- 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.
- 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.

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.

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 through democratic governance in society.

PRIA's analysis of 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, minorities, elderly and others.
- Discrimination of rights brings focus on workers (particularly women in the informal sector) and ordinary citizens.

Strategies

The three primary strategies of PRIA's work comprise of

- a. Capacity Building
- b. Policy Advocacy
- c. Knowledge Building

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.

Society for Participatory Research in Asia (PRIA) is a non-profit, non-governmental educational organisation, registered in 1982 in Delhi under the Registration of Societies Act 1860.

Framework of Intervention

Over the next 3-5 years (2003 – 2007), PRIA's interventions will be guided by the following key strategic considerations. In light of the recent lessons and recommendations from reviews, these considerations provide the basis for developing a revised framework of interventions.

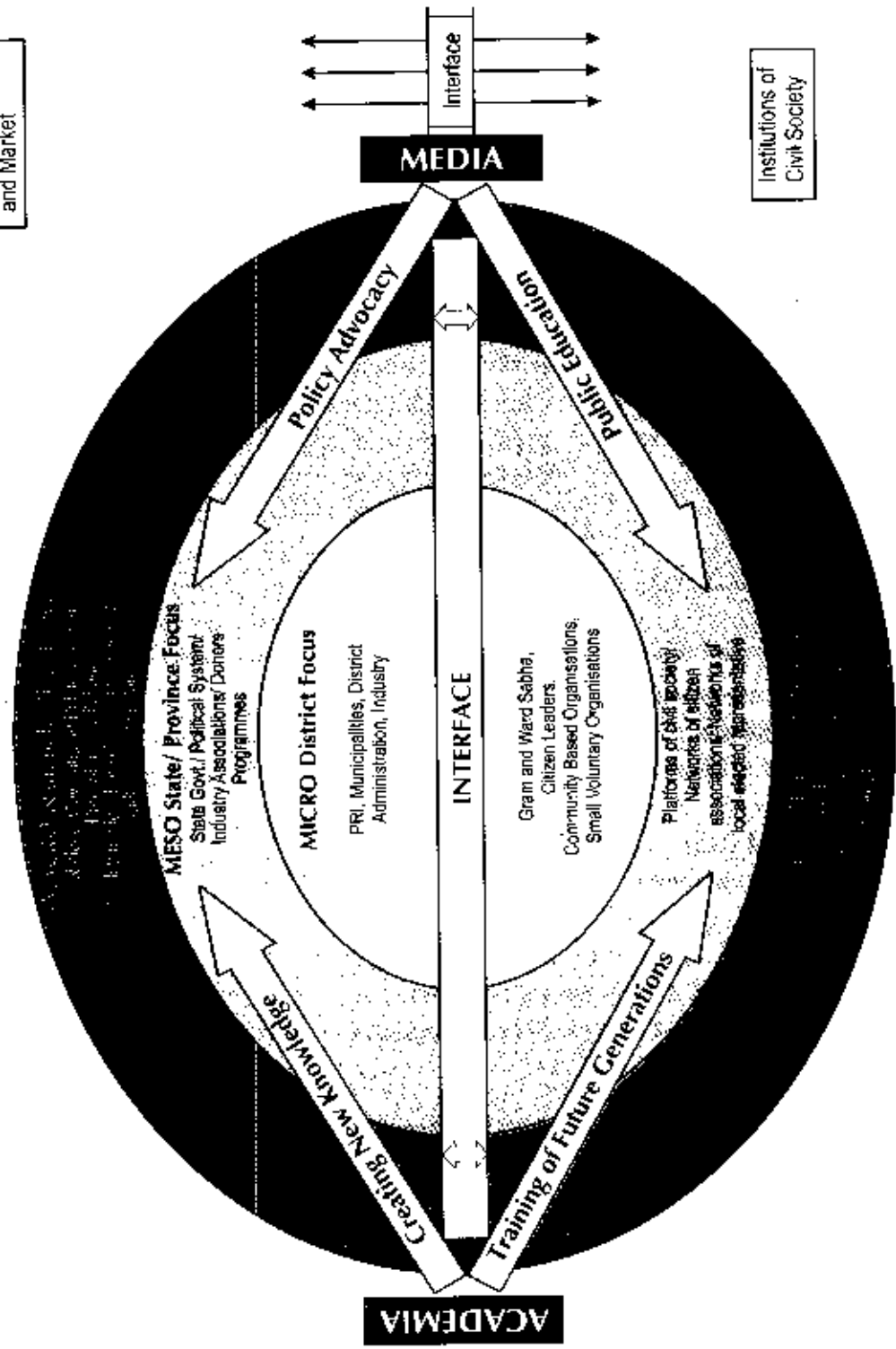
Following strategic considerations will guide programme implementation:

- **DEEPEN INTERVENTION:** We have recognized the need to deepen our intervention on strengthening the PRIs and Gram Sabhas, with explicit focus on participation of women, dalits, tribals and minority. More substantive and in-depth development work can be catalysed by PRCs. Lessons from PRIA's work with voluntary organizations, workers' organizations, and participatory methodologies can be incorporated more universally in our work on local self-governance.
- **CONVERGENCE:** Historically, different types of interventions have been carried out in different locations with different sets of partners. It is now imperative that interventions aimed at strengthening Panchayati Raj Institutions, improvement in urban governance, occupational and environmental health issues and capacity building of civil society converge more and more in all geographic locations. The linkage of PRIs with urban bodies and other civil society actors has to be explicitly established for such a convergence to become meaningful.
- **DISTRICT AS FOCUS:** We have further recognized the need to take district as a focus in order to ensure access to development resources for the poor and the marginalized through a better functioning system of Panchayats and municipalities. A district focus will also enable convergence of interventions in improving urban governance to respond to the needs of urban poor alongside strengthening Panchayati Raj Institutions for responding to the needs of the rural poor.
- **INTERFACE WITH THE STATE GOVERNMENT:** More ongoing and sustained engagement with state government needs to be enhanced. The interventions through

LEVEL OF INTERVENTIONS

Institution of State
and Market

Institutions of
Civil Society



Within the above framework, PRIA's intervention strategy will address context – and issue-specific themes in different locations and levels.

Within the presently articulated Vision and Mission, the programme objectives and intended impacts will specifically mean the following:

- ☐ Standard of living : Within the framework of a rights based approach, promotion of health, education, water-sanitation, income, livelihood, and where there is an absence of discrimination, violence and exclusion
- ☐ Marginalised : focus on women, adivasis, dalits, minorities
- ☐ Developmental resources : include access to and control over land, forests, water, minerals; development schemes and programmes of government / NGOs; industry, market and productive resources.
- ☐ New leadership : leadership of women, adivasis, dalits, minorities (especially young people among them)

Levels of Intervention:

- ☐ The intervention will be aimed at three levels: micro, meso, and macro. The interrelationship of interventions across different levels is shown below diagrammatically.

Operational Strategy

The three level operational strategy is:

A. Micro-Level

The starting focus of the operational strategy is a district. In the present Indian context, the district provides an opportunity for convergence of governance and developmental mechanisms.

At the micro-level, the following types of interventions will focus on selected districts:

a. Civil Society Building:

Capacity building of citizen leaders, community based organisations, small voluntary organisations, informal workers' associations, Gram Sabha, slum/ward associations, etc. to develop an effective voice on decision-making about access to and use of developmental resources.

Interventions aimed at media will produce:

- i. sustained issue-specific reporting for *policy advocacy*
- ii. positive examples of transformatory actions at micro level for continuous *public education*

Interventions aimed at *academia* will result in:

- i. New research and *knowledge building* to inform and influence governance reform and civil society building
- ii. Emerging issues of civil society and governance are taught in courses to *new generation of scholars and students*.

C. Macro-Level

Much of policy-making and 'signal-sending' still remains concentrated at the national level in India. Global institutions {UN System, International Financial Institutions (IFIs), World Trade Organisation (WTO), Global Corporations, etc.} and bilateral donors significantly influence national government. Hence, interventions at this level will focus on:

a. Civil Society Building:

Capacity building of national network of Regional Support Organisations and PRIA partners, coalitions of civil society, cross-sectoral platforms of trade unions, professional associations, media and academia *to promote effective voice of new leadership on a national/South Asian level*.

b. Reforming Governance Institutions:

Sensitizing of and policy advocacy with national government and line ministries, parliament, political parties, judiciary, para-statal institutions, bi-and multi-lateral donors, northern NGOs and foundations, and industry associations *to create supportive climate, procedural reforms and policy actions for promoting micro-level innovations*.

c. Interfacing:

Enabling cross-sectoral, multi-stakeholder partnerships and alliances, with civil society voice in the centre, *to generate concrete action for change by governance institutions*.

b. Reforming Governance Institutions:

Sensitisation and policy advocacy within the three tiers of Panchayati Raj Institutions, Municipalities, district administration, line departments, and local industry *to respond to the voice of new leadership from below.*

c. Interfacing:

Enabling linkages between the voice (of civil society) and response (of governance institutions), *to demonstrate innovative exemplars of transparent and accountable use of developmental resources in favour of the marginalised and excluded families.*

B. Meso-Level

The province/state in the federal polity of India today presents an uneven socio-economic and governance scenario. Hence, policies and practices at the *state level* need to be so designed as to respond to that specific context. The following types of interventions will be focused on at this level:

a. Civil Society Building:

Capacity building of networks of elected panchayats and municipal leaders, platforms of civil society including community based organisations, voluntary organisations, professional associations, trade unions, and development NGOs will be *strengthened to promote effective voices of new leadership on a wider scale in the state*

b. Reforming Governance Institutions:

Sensitizing and policy advocacy with state government, its line ministries, legislature, political parties, project units of donor-supported programmes, para-statal institutions and associations industry *to create supportive climate, procedures and actions for micro-level interventions to succeed.*

c. Interfacing:

Enabling linkage of civil society action for reforming governance institutions at the state level will be facilitated *in cooperation with media and academia.*

Thematic Priorities

Within this framework of intervention, PRIA's Vision and Mission guide the determination of thematic priorities. In this respect, particular mention needs to be made about the following:

a. Gender

Addressing issues of gender justice is at the core of PRIA's programmes. In the proposed framework, Reforming Governance Institutions is to be particularly accomplished through an engendered perspective. This is why emphasise on women's empowerment and leadership strengthening in their public roles as elected representatives of PRIs and municipalities has been particularly focused upon. Likewise, women as leaders and agents of change is at the core of the strategy of Civil Society Building.

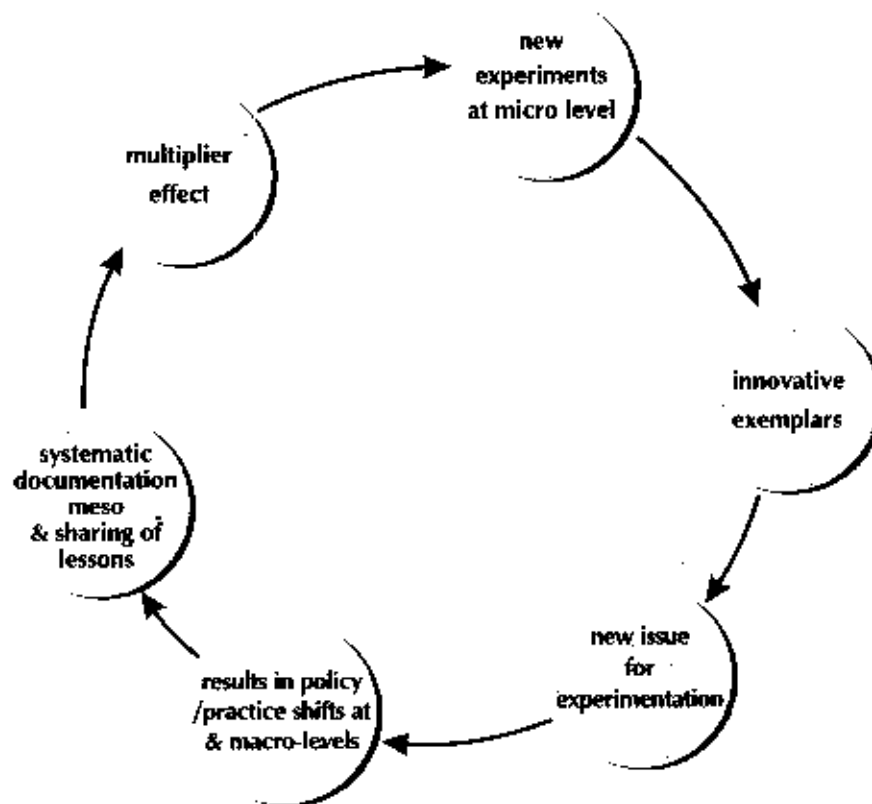
Gender mainstreaming in the institutional development of PRIA has become an explicit, Governing Board policy over the past five years. This has been driven by PRIA's long-standing concern about gender equity at work place.

In 1998 PRIA set up CASH (Committee Against Sexual Harassment). This was in keeping with Supreme Court's judgement (1997), which made it mandatory for every organisation to constitute a Committee to examine cases of sexual harassment within the organisation. The main objective of CASH in PRIA was to provide a forum for complaints against sexual harassment. It also undertook to organise and conduct gender awareness trainings and workshops with a focus on sexual harassment.

In 2001, the Committee was reconstituted and the objectives moved beyond the negative connotations of sexual harassment and focused more on the positive reinforcement of gender equity. The committee was also renamed CGAMP and is now known as – Committee for Gender Mainstreaming and Awareness in PRIA.

At the recommendations of this Committee, several changes in personnel and service rules have been brought about.

The learning/intervention spiral of PRIA that links the three levels of action — micro, meso and macro — is as follows:



The programmatic interventions will combine the three types of actions in an organic manner at each location and level:

- Knowledge building
- Capacity building
- Policy advocacy

c. Environment

PRIA's initial efforts to focus on issues of environment have been associated with issues of deforestation, degradation of land, ecological consequences of large dams and degeneration of water sources. However, PRIA's work on issues of occupational health and safety has been a major contribution over the past two decades. Combining occupational health inside the workplace (of both organized and unorganised sectors of economy) and environmental health (air and water pollution etc.) outside for the community in its programmes has given PRIA a unique role in civil society in South Asia. In recent years, Environmentally Sustainable Industrial Development has been a programmatic thrust area of PRIA.

The proposed framework of intervention takes this history of experiences forward by linking environmental concerns with the agenda of governance. Industry, mining, forestry, land and water use etc, are now being linked to the processes of governance through PRIs and municipalities. It is PRIA's belief and experience that ecological sustainability is closely linked to democratising public institutions and practices of governance in the country.

d. Human Rights

At the core of PRIA's understanding of Good Governance is the respect for human rights for all. In PRIA's perspective, human rights are a comprehensive, universal and indivisible agenda of civil, political, social, cultural, economic and developmental rights. In PRIA's efforts, right to information and right to participation of all in processes and structures of decision-making that effect their lives have been continuously promoted. PRIA approaches this challenge of human rights in the new framework of intervention from the vantage point of women, dalits, adivasis and minorities as enshrined in the Constitution of India and UN Declaration of Human Rights. Protecting and advancing the human rights of activists engaged in building and strengthening an autonomous civil society has been an additional focus of efforts by PRIA.



Through the Committee, PRIA plans and conducts programmes related to gender awareness amongst the staff, examines policies and structures from a gender perspective and looks into complaints of sexual harassment. This role is not limited to complaints within the organisation but extends to playing a supportive role to participants in workshops and staff members and their families who may have problems related to sexual harassment within the family or in any other situations.

PRIA has also initiated similar programmes amongst its partner organisations in order to ensure gender mainstreaming as an integral part of institutional development of all PRIA partners in the civil society.

b. Social Exclusion

PRIA's focus on empowering the leadership of socially excluded sections has been an integral part of its programmes. Building leadership of adivasis (tribals) and their access to and control over forest and water has been a cornerstone of social justice agenda in PRIA's programmes. This has been further deepened with the constitutional support available through PESA in respect of PRIs in Scheduled Areas.

Likewise, reservation for dalits in PRIs and municipalities has provided an excellent opportunity to PRIA to focus its efforts in Reforming Governance Institutions from the vantage point of dalits. Strengthening leadership of dalits in their public roles as elected representatives in PRIs and municipalities has been given a thrust in PRIA's programmes. Empowering dalit leadership is a key focus of Civil Society Building interventions in PRIA.

PRIA has taken a recent decision to address issues of social exclusion of minorities through its interventions.

In recent years, PRIA has begun to sensitise itself to issues of exclusion of new categories of stigmatised population. People affected by HIV/AIDS are increasing in number in the country at an alarming rate. PRIA had conducted a study three years ago which examined the processes of care and hazard in hospitals where people affected by HIV/AIDS are looked after. PRIA has recently started an orientation programme of its staff on the issue of HIV/AIDS with a view to prepare itself to be sensitive and responsive to addressing the challenges of social inclusion of people affected by HIV/AIDS in its proposed framework of intervention.

CHART 1: LOGFRAME: PROGRAMME PLANNING, MONITORING AND REPORTING FORMAT

Intended Impacts	Expected Outputs	Planned Inputs
1. Effective voice of new leadership 2. Transparent and Accountable Self-Governing Institutions	A. Micro-level • Citizen leaders regularly speak on social and developmental issues in gram/ward sabha meetings - women - dalits - adivasis - minorities • Community based organisations and workers' associations function as strong collectives on local issues - clear objectives - planned activities - consensual decision-making - accountable leadership • Small voluntary organisations strengthen citizen and Community based organisation leadership.	1. Civil Society Building • Capacity building of citizen leaders including issues of peace and social cohesion (information sharing, orientation, structured workshops, learning materials, exposure visits) • Capacity building of community based organisations (information sharing, orientation, structured workshops, learning materials, exposure visits) • Networking of community based organisations and facilitation of village level institutions • Capacity building of small voluntary organisations (information sharing, orientation, structured workshops, learning materials, exposure visits).

Proposed Programme

- i. The preceeding Framework of Intervention is used to further elaborate the proposed programme. The enclosed Logframe (Chart I) has been developed as an integrated tool for Planning, Monitoring and Reporting. The Logframe defines two main Intended Impacts:

- ❑ Effective Voice of New Leadership
- ❑ Transparent and Accountable Self-Governing Institutions

- ii. The Logframe is elaborated at three levels:

- ❑ micro
- ❑ meso
- ❑ macro

Interventions at micro level will focus on a district in each of the states. Meso level interventions at the state level will support and learn from micro level experiences. Macro level interventions at national level (and international level where appropriate) will support meso/micro level interventions as well as learn from those experiences. The relationship between micro, meso and macro level interventions will be organic and mutually synergistic.

- iii. The Expected Outputs which result in those intended impacts, will be broadly visible in three ways:

- ❑ Enhanced participation and contribution of civil society
- ❑ Sensitive and responsive governance institutions
- ❑ Effective actions resulting from interfacing between civil society and governance institutions.

- iv. The Planned Inputs which will contribute to expected outputs, are categorised into three distinct, yet interrelated, types of interventions:

- ❑ interventions aimed at civil society building
- ❑ interventions aimed at reforming governance institutions
- ❑ interventions aimed at facilitating linkage and interfacing between civil society and governance institutions.

Intended Impacts	Expected Outputs	Planned Inputs
	• Local development plans are prepared and implemented • Schemes of potable water, sanitation, housing, education, health, selection of beneficiaries, livelihood, etc. are implemented for the marginalised sections based on decisions of the local governance units • Local innovations are publicly acclaimed • Industry works with municipality and PRIs to promote livelihood and prevent pollution • Local governance institutions take steps to augment their resources.	3. Interfacing • Micro-planning with multi-stakeholder approach • Facilitation of citizen monitoring of services. • Local media encouraged/assisted to report regularly • Industry – community/workers – municipality joint dialogue and planning facilitated.

Intended Impacts	Expected Outputs	Planned Inputs
	• Panchayati Raj Institutions/Municipalities function effectively - timely meetings - elected representatives play their roles - budget information publicly shared - committees function as per their mandate - functioning of Gram Sabha and Ward Committee • District Planning Committee is visible and functional • Networks of women, adivasis and dalit elected representatives take public actions to support local demands/ needs of marginalised sections • Presidents of Zila Parishad, Panchayat Samiti as well as Municipal Chairpersons have information on schemes and budgets • District administration supports elected bodies with information and technical advice • Municipal councillors and PRI representatives take joint public actions to address local needs	2. Reforming Governance Institutions • Orientation of elected representatives (information sharing, workshops, exposure visits). • Promotion and facilitation of local networks of women, adivasis and dalit elected representatives • Capacity building of Zila Parishad, Panchayat Samiti Presidents, Municipal Chairpersons and members (information sharing, orientation, structured workshops, learning materials, exposure visits) • Facilitation of networking between PRIs and municipalities

Intended Impacts	Expected Outputs	Planned Inputs
	• Academic institutions publish new policy relevant research, and introduce new subjects in teaching • Para-statal and Public Institutions (like State Training & Research Institutes, State Election Commissions (SECs), State Finance Commissions (SFCs), Employees State Insurance Corporation (ESIC), Pollution Control Boards, Urban Development Authorities, etc, to reflect on their policies and procedures in light of lessons from micro-level • Key political leaders reflect on their strategies in the light of emerging lessons at the micro-level • Cross-sectoral platforms of voluntary organisations, trade unions, professional associations raise emerging issues in relation to accountable governance of public institutions	▪ Undertake sharing of systematic research and documentation from the field with para-statals • Facilitate multi stakeholder dialogues to focus on practical issues between local leaders and government / industry ▪ Sensitizing political leaders on practical lessons in reforming governance institutions • Dialogue and networking among voluntary organisations, trade unions and professional bodies on local agenda for reforming governance institutions

Intended Impacts	Expected Outputs	Planned Inputs
	B. Meso level • More voluntary organisations integrate this approach in their on-going programmes ▪ Promote citizen leadership and community based organisation networking ▪ Link their programmes to governance reform • Civil society platforms articulate policy issues to government agencies, para-statal, industry • Media reports on key policy/procedural bottlenecks in support of micro-actions • Positive exemplars of local actions by civil society are regularly reported • Large development projects (and project monitoring units of donors) reflect on their programme policies and procedures in the light of lessons learnt at the micro-level	• Use lessons of micro interventions to orient and build capacity of voluntary organisations (workshops, learning materials, exposure visits) • Capacity building of voluntary organisations in perspective building on participatory development and governance, promoting community organisations, coalition-building, conflict management and negotiations as well as policy advocacy • Promoting accountable governance of civil society through capacity building and networking • Sensitising and sharing information with local print and electronic media • Supporting academia to do research on micro-level actions in citizen leadership and accountable governance

Intended Impacts	Expected Outputs	Planned Inputs
	• National Development Programmes and Agencies (Ministry of Rural Development, Urban Development, Water and Sanitation, Health, Education, Environment, Forests, Agriculture, etc.) and Planning Commission, reflect on their policies and procedures in the light of local lessons • Industry Associations promote reforming governance institutions • National Platforms of Civil Society including Trade Unions, Professional Associations and Media, articulate specific demands for reforming governance institutions • National Networks of Academia and Media promote greater engagement of their members on these issues • Global discourse reflects on emerging lessons on Civil Society Building and Reforming Governance Institutions	• Partnership consultations with industry associations and corporations (Federation of Indian Chamber of Commerce and Industry (FICCI), Confederation of Indian Industries (CII), Associated Chamber of Commerce (ASSOCHAM)) • Facilitation of broader civil society platforms • Sharing of lessons with and influencing actions by national academic associations, media networks and schools of journalism. • Share lessons with and influence global networks (CIVICUS, Forum International Montreal (FIM), LOGO-LINK, International Forum on Capacity Building (IFCB), Development Resource Centre (DRC), etc.)

Intended Impacts	Expected Outputs	Planned Inputs
	C. Macro-level • National network of RSOs and key partners functions as an example of - mission-orientation - transparency in systems - inclusive practices • Best practices in citizen leadership, civil society building and reforming governance institutions are widely understood • Bi-and multi-lateral agencies reflect on their programme policies and procedures in the light of emerging lessons • Major political parties reflect on their internal practices and manifestos in the light of lessons learnt from the micro-level • Large NGOs (including northern NGOs) and national networks incorporate strategies of citizen leadership and reforming governance institutions	• Capacity building for improved governance and effective functions of RSOs/key partners • Research and advocacy on networking and coalition building at national level • Regular synthesis of examples and lessons published and disseminated in print, audio visuals as well as through the web • Systematic sharing of lessons with donors through structured policy dialogues • A similar process of structured sharing will be initiated with political parties • Sensitizing NGOs/networks operating at macro-level through seminars, workshops, learning materials, and theme specific consultations. • Targeted sharing of issue specific lessons with concerned ministries and agencies

vii. Sustainability

A long-term comprehensive programme of this nature does require some consideration of sustainability. Three aspects of sustainability have been always considered by PRIA.

First, sustainability of impacts of the interventions at the local level is crucial. PRIA's approach towards partnerships and linkage building is designed to enable local ownership of PRCs, WRCs and other micro-level initiatives by local community based organisations, voluntary organisations and local governance institutions.

Second, sustainability of partners and networks at state and national levels is an important foundation for above. PRIA's approach towards continuous investment in nurturing these relationships and enabling partners to access local resources contributes towards the same.

Third, sustainability of the perspective and institutional mechanism of PRIA is relevant to support the above. In regular monitoring and evaluation, periodic strategic planning, assuring quality and relevance of its work, building internal capacities and systems and flexible deployment of human resources, PRIA has attempted to derive its sustainability from the relevance of its contributions to society. This is a continuous challenge in the face of shifting donor priorities and increasing costs of maintaining institutions.

Programme Management

1. For the purposes of detailed planning and implementation, following classification of micro/meso level interventions is being used:

i. *First* category states are those where PRIA is already intervening *directly* in partnership with existing civil society organisations at the local level:

1. Previously covered states are Andhra Pradesh, Himachal Pradesh, Haryana, and Maharashtra
2. New States where actions have already been scaled-up: Uttaranchal, Jharkhand, and Chhattisgarh
3. Small initiatives already ongoing in Tamil Nadu, Punjab, and West Bengal.

ii. *Second* category states are those where Regional Support Organisation partners have demonstrated adequate capacity to implement the programme. PRIA's role includes support, coordination, sharing and dissemination of lessons. Precise new mechanisms are being developed to ensure these are being evolved in consultation with Regional Support Organisation partners:

- | | | | |
|----|----------------|---|--------------------------|
| a. | Uttar Pradesh | : | Sahbhagi Shikshan Kendra |
| b. | Madhya Pradesh | : | SAMARTHAN |
| c. | Gujarat | : | UNNATI |
| d. | Kerala | : | SAHAYI |

iii. *Third* category states are those where existing Regional Support Organisation partners are able to cover only a part of the common programme. Here, PRIA will add value by collaborating with other civil society groups as well as undertake some direct micro and meso-level interventions. The precise nature of these activities is being evolved in consultation with local Regional Support Organisation partners.

- | | | | |
|----|-----------|---|---|
| a. | Bihar | : | CENCORED |
| b. | Rajasthan | : | UNNATI |
| c. | Orissa | : | CYSD (Centre for Youth & Social Development) & GRAM VIKAS |

The most significant concern for PRIA in this arrangement is to assure excellence in quality and coherence in perspective during this period of intervention.

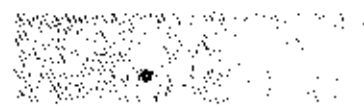
2. The annual programme planning cycle will begin in January. Detailed operational plans for the next period (April – March) will be prepared by PRIA, in consultation with partners. These will be based on documentations of outputs, emerging lessons and an assessment of trends from the work carried out in the preceeding year.

These documents will be shared with all key partners, donors, and relevant government officials for their perusal. These stakeholders will also be invited to make field visits themselves and/or their resource persons during the month of February.

A 2-3 day intensive dialogue across all stakeholder groups will then take place in early March at PRIA (a beginning has already been made in 2003). This dialogue will help develop shared understanding of emerging lessons and common agreements on priorities and plans for the next, coming year.

Based on these agreements, appropriate resource allocations will be made for the revised programme plans beginning April.

3. PRIA is strengthening IT-based, web-enabled, *project management* approach and systems of programme planning, monitoring and reporting. The new system will be piloted and mainstreamed by end of 2003. It will then be integrated within all RSOs and key partners.
4. The new framework of programme management will focus on outputs. These outputs are directly linked to the intended impacts. Programme activities are inputs intended to create desired outputs. Application of resources (budgets) to implement those inputs will be in relation to expected outputs. The budget will be based on principles of direct cost, indirect cost and institutional cost. An integrated format for input planning (activity and resources), implementation monitoring (progress, deviations, revisions in plans) and output reporting (expected and unanticipated outputs and actual expenditures) will be utilised. A new system is being developed and will be piloted in 2003.



5. At the end of 30 months, an *external assessment* of intended impacts and progress towards achievement of programme objectives will be conducted. The emerging lessons will then be used for replanning over the next period.
6. PRIA's internal programme management structure defines clear responsibilities for geographical and thematic coordination. Within the approved annual plans, each coordinator develops concrete plans with their team. These provide for ongoing assessment and replanning, alongwith budgetary readjustments. A forum (comprising of all coordinators) for periodic (bi-monthly/quarterly) review of all programme plans meets for a day or two.
7. PRIA is trying to evolve an improved system of documenting emerging exemplars, lessons and best practices from all its field sites. Audio-video recording and reports need to be synthesised on an ongoing basis in this new system. While final architecture of this system is not yet ready, it is intended to include a core team of competent documentalists with multiple language and audio-video competencies, with a clear understanding of PRIA's framework of interventions. Such a team will make regular visits to all the states in order to capture the processes and outputs adequately.

Institutional Profile

1. PRIA (Society for Participatory Research in Asia) is a registered Society w.e.f. February 6, 1982 under the Society's Registration Act 1860 in Delhi. It is also registered under FCRA and Income Tax provisions.

2. The Governing Board of PRIA is responsible for:
 - Overall Policy and direction setting
 - Advice to President
 - Long-term planning
 - Financial, programmatic and statutory oversight

The Governing Board conducts its affairs in light of the Bye Laws that it periodically updates.

The roles of Chairperson, Treasurer and Chief Functionary (President) are elaborated in PRIA's Memorandum of Association and Bye Laws of Governing Board.

3. PRIA has an elaborate structure, systems and process of decision-making and policies and systems on a range of matters related to the management of the institution. These are updated and revised from time-to-time as per the changing needs of the organization.
4. Internal decision making structures are:
 - a. ICC – Internal Co-ordination Committee (ICC):
 - Membership : Directors and Managers
 - Chair : President
 - Agenda : Institutional Issues
Resource Mobilization
HRD (staffing, orientation, training)
New policies and systems
as and when needed
 - Frequency : at least bi-monthly

b. Programme Coordination Forum (PCF):

- Membership : All Geographical/Thematic Coordinators
- Convenor : EO to President
- Rapporteur : Staff of President's Office and PMU
- Agenda : Programme Planning,
Programme monitoring and review,
Budgetary allocations,
Programme staffing,
Thematic coordination.
- Frequency : Quarterly

Decentralised planning and implementation of programmes is supported through the above mechanisms.

5. The new Framework of Intervention of PRIA as elaborated in this document has necessitated a revised organizational structure with geographic and thematic coordination responsibilities. This emerging matrix structure will ensure direct field engagement as well as synthesis of experience around common themes. Gradual implementation of this structure will be nurtured and monitored.
6. During 2001, PRIA Governing Board decided not to secure Corpus Grants directly from donors as the operating fiscal environment in the country was not seen as conducive to raise adequate interest income (adjusted to inflation) to support any meaningful levels of operating costs. PRIA has been building a modest Corpus (out of its own earned income over the past years) as a basis for medium-term stability to its programmatic and institutional operations. As a result, its financial planning has been linked to evolving and implementing appropriate programmatic interventions relevant to the changing requirements of the times.

At the same time, a strategy to enhance earned income from domestic sources needs to be evolved.

7. Ongoing monitoring of progress of implementation of this plan will be overseen by the Governing Board.

List of Governing Board Members of PRIA

- Shri. Prem Chadha, *Chairperson*, has worked in senior managerial positions of private and public sector corporations in India for than 40 years.
 - Shri. K Shivakumar *Treasurer*, is a Chartered Accountant and is the Director of V.K.Foundation, Gandhigram, Tamil Nadu.
 - Dr. Rajesh Tandon, President, and co-founder of PRIA.
 - Ms. Sheela Patel, Founder-Director of a Voluntary organisation, Society for Promotion of Area Resource Centre (SPARC), Mumbai,
 - Ms. Lalita Ramdas has been active on literacy, non-formal education and women's empowerment issues in India and internationally.
 - Dr. H N Saiyed is presently Director of National Institute of Occupational Health (NIOH), Ahmedabad.
 - Shri. Joe Madiath is the Founder-Director of voluntary organisation GRAM VIKAS, Ganjam, Orissa.
 - Dr. N C Saxena is former secretary, Planning Commission, Government of India.
 - Ms. Rita Sarin is the Country Director of the Hunger Project, New Delhi.
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