Knowledge is Power

PRIA

Making It Work

Annual Report 2009-2010

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Note from the chairperson

2010 brings huge challenges to the roles and contribution of civil society in India. To be able to face these expectations, organisations seeking to participate in equitable development and good governance 'where people matter' have to assess the changing global and national scenario and respond rather than react to these changes.

Sheela Patel
Chairperson

Internally within PRIA, there is a new architecture being put into place to face the coming decade. PRIA has been reorganised around distinct yet inter-related divisions from April 2010. Through the year the Board debated various options, looked at the regulatory and funding environment critically and then decided to embark upon this journey into the next phase of PRIA.

The Board has reiterated its belief in strengthening leadership from within; it has, therefore, committed PRIA's own resources in respect of investments in leadership development and mentoring of individuals and teams to play new roles. This investment gives this team a greater responsibility of steering, guiding and managing the affairs of PRIA in the future.

The Board of PRIA also reflected upon the growing crises of alienation, disenfranchisement and violence among India's tribal populations in the states of Jharkhand, Chhattisgarh, Odisha and West Bengal. These have been India's 'bimaru' (sick) states over decades, and development of the 'tribals' in these regions has been completely negated. It is in situations like these that PRIA has a role to play, and we urged colleagues in PRIA to take on the challenge and make a meaningful contribution. Ultimately, issues like this test the commitment and capacity of development sector actors through the roles they play and the outcomes they seek from their participation for vulnerable groups.

PRIA's vast network of partners, friends, collaborators and supporters look up to it for innovations in ideas and actions in repositioning civil society as the needs of the country begin to shift. Yet, this expectation creates huge burdens on colleagues in PRIA to be able to sustain creativity with quality. As transitions demand greater internal acumen, maintaining a tempo of innovations while crafting changes in organisational structure will not be easy.

We appreciate the support that many of you have provided to PRIA; we thank the treasurer and other Board members who commit themselves voluntarily and readily to ensuring transparent and accountable governance of PRIA. The Board joins me in congratulating Team PRIA for taking on these internal and external challenges.

Sheela Patel

Preface

Over the past three decades, PRIA's work has been seen by many as eclectic, occasionally 'all over the place' and sometimes too complex to comprehend by ordinary citizens. What is a civil society organisation (CSO)? What kind of a civil society organisation is PRIA, and what does it really do? How does this work reflect the work of a voluntary, civil society organisation in India? How does its work actually benefit the poor, the marginalised and the excluded?

Rajesh Tandon
President

This 28th Annual Report of PRIA (Society for Participatory Research in Asia) while focusing on the work done in the financial year April 2009 to March 2010[1] is presented in a manner that describes PRIA's work in ways that begin to answer the above questions. We hope that on reading this report, we will benefit from your feedback, comments and queries such that we are able to further enhance the effectiveness of our work and improve the communication of that work to ordinary citizens.

The rationale for PRIA's work is to 'empower the poor and the excluded such that they can claim their rights and improve their lives'. At the centre of this purpose is the ideal of empowerment through knowledge and active participation of the poor and the excluded, so that they are enabled to demand, access and advance their entitlements from various governmental development programmes. In the following pages, we describe PRIA's work last year with sections of the poor and the excluded. As you read these pages, you will become aware of the work PRIA has been building on for nearly three decades, work that has earned PRIA its reputation in the development sector and in government.

From its very inception, PRIA has promoted, and found very appropriate in practice, the twin processes of collectivisation and learning for empowerment. By coming together and acquiring knowledge about the entitlements, schemes, provisions and agencies responsible for the delivery of various programmes, the poor and the excluded gain confidence and competence to participate in their own development. PRIA has identified women, tribals, scheduled castes (dalits) and minority households in both rural and urban areas as comprising bulk of the poor and the excluded in the country today. In fact, gender discrimination is so widespread in our society that many human development indices (illiteracy, infant and maternal mortality, child malnutrition, etc) do not improve despite continuous economic growth.

PRIA is entering a challenging period in respect of shifting patterns of funding for this kind of work in the country. Therefore, we acknowledge with great appreciation the flexible institutional support PRIA has received from Swiss Agency for Development and Cooperation (SDC), Delhi over the past decade. We hope to continue to work with SDC

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[1] For a full list of all projects worked on during the year see Annexure 1.

in different ways in the years to come. PRIA's partnership with DVV International has spanned nearly three decades. It is moving into a new phase of collaboration. We are immensely grateful to our colleagues in DVV International for being so generous in their professional, technical and financial support over this long period. We also acknowledge support from many others in the government and donor agencies for making PRIA's work so impactful and productive during the year.

Rajesh Tandon
President

Making it work for women

The exclusion of and discrimination against women in the country continues to be quite widespread and deeply entrenched. In all socio-economic indicators of development (education, health, income, etc), the status of women in the country continues to be rather poor. Yet, women contribute to the well-being of their families and communities in many different and crucial ways. Thus, empowerment of women is an essential building block for the development of any society.

PRIA's efforts towards empowerment of women have taken many different forms (literacy, livelihood, health, etc).

(i) PRIA has been supporting the leadership development of women for many years. As panchayats and municipalities provide reservation for women in various elected posts, and as many poor and illiterate women get elected to these institutions, PRIA has been specially targetting strengthening the leadership of elected women in PRIs and municipalities.[2] Over the past decade, 44,031 elected women have benefited from various forms of capacity enhancement support provided by PRIA.

Based on these experiences, it was decided a couple of years ago to focus on political leadership competencies of women. During the past year, therefore, this work was carried out in the states of Chhattisgarh, Bihar, Rajasthan and Haryana. Over 5,000 women leaders in these states benefited from the capacity enhancement support provided by PRIA

Trainings and Workshops for Women's Political Empowerment

Trainings and workshops	States	Total no. of participants
Refresher workshops	Bihar, Rajasthan and Haryana	55
Local level workshops	Bihar, Rajasthan and Haryana	About 1750
State level workshops	Bihar, Rajasthan and Haryana	174
Mahila sammelans (Women's conferences)	Bihar, Rajasthan, Chhattisgarh and Haryana	Over 3050

In Rajasthan, the focus also included issues of health, since this is emerging as a major cause for the continued impoverishment of women and households. In partnership with the United Nations Population Fund (UNFPA), a campaign was organised to ensure that issues related to women (like violence against women, sex selection, dowry, child marriage, etc) became a focus during the panchayat and municipality elections in the state held during January 2010. Given the positive response of women during the above campaign, a follow-up project is being planned in Rajasthan, in continued partnership with UNFPA.

(ii) Various national policies and programmes for strengthening women's leadership in the country require further improvements in the manner in which they are designed and

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[2] See http://pria.org/en/component/content/article/13/549.

implemented, if women's empowerment has to be assured. Given the above experiences, PRIA convened a national event on Strengthening Women Political Leadership in Panchayats to analyse specific improvements that need to be made. The workshop for women political leaders was held on 8–10 March 2010, attended by 55 women panchayat leaders from Rajashthan, Chhattisgarh, Bihar, Haryana, Madhya Pradesh, Uttar Pradesh, Jharkhand, Uttarakhand, Maharashtra and Gujarat.

The Times of India, 11 March, 2010

Women panchayat leaders still battling a reluctant community

Himanshi Dhawan | TNN

New Delhi: Even as political parties battle over the women's reservation bill under the glare of arclights, a woman's struggle in India's villages has not got any easier. For every success that a woman panchayat leader achieves, there are untold stories of humiliation, lack of support or cooperation from a reluctant community.

Bhavi Patel from Chausar village near Ahmedabad, Gujarat is reduced to tears as she recounts years of struggle to get justice against effluents released by factories in the Vatva industrial area. Despite a High Court order, trucks continue to dump waste in the Khari river making it impossible for her village community to survive.

"We filed RTIs, took pictures with our mobile phones when the trucks were releasing poisonous acid in our river, but we are still waiting for

STRUGGLE CONTINUES

a response. There is no one to hear our voice but we continue to fight," Patel, the village sarpanch, said. In the past decade, children and adults have fallen sick, both livestock and harvest have suffered.

If her poignant story of a community's fight for clean water and air appears to have no silver lining, Roshni Devi, sarpanch of a Haryana village, spoke about the community's resistance to re-

form. "When I decided to take regular rounds of my village for monitoring of infrastructure development, the people of the village opposed it at first. Had a male sarpanch done the same, he would have been lauded for his initiative," Roshni Devi, a presidential awardee, said.

The panchayat leaders were attending a workshop on strengthening women's political empowerment organised

by the Society for Participatory Research in Asia (PRIA). Attended by more than 75 elected women panchayat representatives, the two-day meeting provided a common platform for experience sharing and constituency building and training on public speaking.

PRIA's programme manager Neha Chaturvedi said, "There is a general lack of acceptance from leaders in the village community but our work continues. We work with partner NGOs to ensure women are more assertive and know about schemes like NREGA, RTI, local governance."

Chhattisgarh's Uma Sav, however, gives hope to the struggle. Sav — from village Sinha — is a class five dropout and has been elected for the second time from an unreserved seat. She has to her credit initiating mid-day meals in the village school and infrastructure development like deepening the village pond under NREGA.

Two aspects of PRIA's work become clear right away. First, empowerment of women entails facilitating formation of their networks so that they can work together; second, the demand for women's empowerment is so large that it requires working in a coalition with hundreds of other voluntary, civil society groups in each district and state.

(iii) The Ministry of Minority Affairs, Government of India launched a scheme called 'Leadership Development of Minority Women'. PRIA was invited by the ministry to suggest the design and methodology of such capacity enhancement programmes. In addition, a consultation was held with Dr Sayeda Hameed, Member, Planning Commission, on identifying specific support required from government to CSOs working to strengthen the leadership of Muslim women in the country.

PRIA brings knowledge of practical field realities to shape the design and procedures for the implementation of many schemes of the government aimed at empowerment of the poor and the marginalised.

(iv) One of the major forms of discrimination against women (especially in some north Indian states) is what has come to be known as 'female foeticide' (aborting the female child). In a society where women are seen as inferior to men, such practices skew the female-male ratio in the country (the national ratio is 933 females to 1000 males). In some states like Haryana, it is even worse at 862 (based on 2001 census).

Recognising the significance of this issue, a campaign against female foeticide was launched in Sonipat district of Haryana. Supported by the state government and UNFPA, the campaign has reached out to 20 villages and 6 wards in Sonipat district.

Forced prostitution, specially of young girls, is another issue related to the exploitation of women. A district-wide campaign against human trafficking was conducted in Jalpaiguri district of West Bengal to prevent girls from being forcibly taken away. This campaign is being lead by the women themselves in the society (through networks like Nari Manch), and PRIA's role is to support them.

(v)   As women enter panchayats, municipalities and other workplaces in increasing numbers, the phenomenon of sexual harassment is taking on a very serious dimension in the country. It is because of the fear of sexual harassment and abuse that women panchayat leaders do not travel to block offices alone; abusive language used in many municipality meetings means low attendance by women councilors.

Seminar on prevention of sexual harassment within the workplace

PRIA began to focus on such issues more than ten years ago as it recognised how disempowered millions of women felt because they do not find workplaces safe. During the year, a nationwide campaign ('Say No to Sexual Harassment') for 'zero tolerance' towards sexual harassment was launched (http://priacash.org). To further promote the understanding of this issue among policy-makers in the country, a workshop on this theme was organised in partnership with International Labour Organisation (ILO) and UN Gender Community.[3]

In working on such issues, PRIA recognised the importance of 'mainstreaming gender in institutions', as it was clear that structures, systems and policies of many institutions unwittingly discriminate against women. A manual on this theme was prepared by PRIA at the request of the ILO, Delhi.[4] This tool is now being disseminated by the ILO to all government agencies and companies in India and abroad.

An important aspect of the above experience is that empowerment of the poor and the marginalised can be obstructed significantly by the manner in which institutions are designed and functioning. Hence, sensitisation of institutions to change themselves is an essential requirement when supporting the empowerment of excluded women.

The policies and programmes of the government in promoting women's empowerment cannot make much headway unless adequate resources are provided for these in the budgets of various ministries and departments. The Government of India started 'gender-based budgeting' in the 11th Five Year Plan. However, the reality on the ground is very different. PRIA has worked on this issue in Chhattisgarh, and a follow-up study of ground realities was undertaken during the year.[5] The findings of the study were then shared with the officials of the state government (and through the media) to enable better implementation in future.

[3] PRIA, International Labour Organisation (ILO) and Gender Community, Solution Exchange organised a seminar on Prevention of Sexual Harassment within the Workplace on 24 March 2010 in New Delhi.
[4] *Capacity Building Tool for Gender Equality at the Workplace. A Self-learning Tool for Employer Organisations and Their Members at All Levels in the Indian and Later the South Asian Context for ILO*. It has modules on gender concepts and a questionnaire for employees to assess their gender sensitivity.
[5] *Achieving Good Governance and Women's Rights through Local Level Gender Budgeting: A Study of India*. A study commissioned by One World Action.

The above example reconfirms the reality that many pro-poor policies and programmes of the government remain weakly implemented on the ground and senior officials and policy-makers do not get authentic feedback of such realities.

(vi) Many policies and programmes of the government to eliminate gender discrimination have been influenced by the experiences of other countries; such sharing of new ideas is often supported by the UN and other inter-governmental agencies. The Commonwealth provides a platform for policy-makers on various issues, one of them being the biannual Ministerial Meeting on Women's Empowerment. During the year, PRIA was invited by the Commonwealth Foundation to participate in international deliberations to share its experiences from the field.[6] Further follow-up of this work will entail preparing and exchanging 'good practices' from the Asian region.

An important aspect of PRIA's work is undertaking field studies on the operation of policies and sharing the findings with citizens and officials, leading to further improvements in the implementation of such policies and programmes, thereby supporting the empowerment of the poor and the excluded.

It is useful to remember that many national policies and programmes are influenced by international experience and thinking. In addition, all national governments make various commitments in international inter-governmental forums like the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). Hence, it is important to provide practical experiences from the field to international policy-makers such that empowerment of the poor and the excluded is enabled and obstructive approaches and hindering policies are modified in light of the same.

Efforts to promote empowerment of the poor and the marginalised cannot be effective if the human resources undertaking such programmes in the government (and outside) are not adequately trained and professionally prepared for the same. PRIA aims to do this through its training and continuing education programmes.

(vii) Understanding gender discrimination and implementing programmes for women's empowerment requires capacity among planners and implementers. In the past, PRIA has undertaken a large variety of capacity-building programmes for government officials, field staff of voluntary and civil society organisations, and instructors/trainers in this field. During 2009–2010, a number of such contributions were made by PRIA. In Odisha (formerly Orissa), a series of training programmes on understanding and mainstreaming gender were conducted for the implementers of the Odisha Tribal Empowerment and Livelihood Programme (OTELP) in the districts of Koraput, Kalahandi, Gajapati and Kandhmal covering 19 tribal dominated blocks.[7]

Most significantly, PRIA has developed a distance education course on understanding gender which helps practitioners enhance their knowledge and skills on this theme. Two rounds of this course were conducted during the year, reaching out to over 20 students.

[6] The Annual Consultation of Commonwealth National Women's Machineries and Fifth Meeting of the Commonwealth Gender PoA Monitoring Group was held on 27–28 February 2010. The Commonwealth had in 2005 initiated a Commonwealth Gender Plan of Action (CGPoA), which was to be implemented by 54 Commonwealth nations.
[7] PRIA developed three training modules for gender sensitisation and mainstreaming for different stakeholders in OTELP. IEC was developed mainly in the form of posters, flip charts and games. Some visuals to be used in field/community level trainings were also developed.

Making it work for dalits

The oppression of and discrimination against dalit (scheduled caste) households in the country continues to be widespread and deeply entrenched. To redress the historical roots of this discrimination, many policies and programmes have been launched by the government since independence. Yet, the conditions of poverty and exclusion of dalits remain largely unchanged in any significant manner.[8] Recognising this early on, PRIA has contributed towards the empowerment of scheduled caste households in the past decades through various efforts (focusing on literacy, health risks of sewage workers, leadership of dalits, etc).

(i) The constitutional mandate of panchayats and municipalities has provided reservation for scheduled castes at various tiers of such institutions of local governance. Over the past several years, PRIA has undertaken programmes to strengthen the leadership of elected representatives of the scheduled caste community such that they can actively utilise various government schemes for the benefit and empowerment of scheduled caste households in their jurisdictions.

During the year, this effort was undertaken in the states of Bihar, Rajasthan, Uttar Pradesh and Haryana. The main focus of this effort was to build capacity of community groups working with scheduled caste households so that they can empower them.

An important element of building capacity is the empowerment of the excluded through enhancing their confidence and competence in playing their public roles as elected leaders so that they do not remain a puppet in the hands of the well off and powerful—moving from the position of 'I cannot' to a position of 'we can'.

(ii) For nearly a decade, PRIA has been working on activating social justice committees (SJCs) mandated under the panchayati raj legislation.[9] During the year 2009–2010, in Bihar, special effort

> *It is useful to note that many mechanisms of participation of the poor and the excluded, created by legislation to support their empowerment, remain ineffective because adequate efforts in informing people about these mechanisms and building their knowledge and capacity to operate these mechanisms are never made. All such participatory mechanisms need to be specially supported, which is PRIA's work in the field for the empowerment of the poor and the excluded.*

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[8] *Strengthening SC and ST Leadership: An Analysis of the Constraints and Challenges in the Utilisation of SC Sub Plan*: A Study, PRIA, New Delhi.

[9] Gujarat has approximately 15 per cent tribal and 7 per cent scheduled caste population. Thirty years have passed since the formation of social justice committees (SJCs), a mandatory committee to work for the upliftment of the weaker sections of society, especially scheduled castes and tribes, women, other backward classes, landless labourers, small and marginalised farmers. SJCs were activated and supported for coordination between the three-tiers of SJCs so that various developmental schemes for the upliftment of socially and economically marginalised sections of rural society would be better implemented through their active participation. UNNATI and PRIA started the process in a few blocks of Sabarkantha district in 2002 with the help of local voluntary development agencies who later came together as a network called the Samajik Nyaya Manch (SNM). Similar effort was made in Ahmedabad district in 2003. Capacity building programmes continue till date and are repeated at regular intervals. In the past few years, around 1,000 SJC members and dalit and tribal elected representatives were oriented on the issues of SJCs in the districts of Sabarkantha and Ahmedabad.

was made to activate these committees. SJC members in 15 gram panchayats were trained to understand their roles to ensure that dalits get social justice. In order to ensure that the outreach in Bihar covered 5 districts, PRIA enabled 150 community-based groups working on issues of dalit empowerment to undertake this programme as well.

Once again, notice the crucial requirement of working on scale with local groups and building their capacity to effectively work towards the empowerment of the poor and the excluded.

(iii) In Rajasthan, a campaign was launched to ensure that dalits were able to contest elections freely and exercise their right to vote without fear during the panchayat and municipality elections held in January 2010. In order to support small, local community groups working with scheduled caste households in rural areas, PRIA conducted 62 training programmes to build their understanding of the functioning of PRIs.

Strengthening SC Leadership in Local Governance Institutions

State	Districts covered	No. of state and district CSO meets	Number of trainings in each state	Number of CBO members participated in training
Rajasthan	22	7	62	2355
Haryana	5	6	10	465
Madhya Pradesh	5	4	6	430
Bihar	5	7	7	213
Total	**37**	**24**	**85**	**3463**

In partnership with the National Commission for Dalit Human Rights (NCDHR) and with concurrence of the State Election Commission (SEC) in Rajasthan, a list of vulnerability indicators was prepared so that all election officials could be sensitised to undertake vulnerability considerations during these elections.[10] This was the first in the country, and has since been extended to other states.[11]

It is important to note that partnership with other voluntary, civil society organisations helps to complement each others' capacities to develop innovative solutions, and to build pressure to negotiate problems with concerned authorities. In addition, formal collaboration with statutory institutions (like the SEC in this case) is required to ensure that official machinery agrees to work in a manner that supports the empowerment of the poor and the excluded.

[10] *Democratic Rights of Dalits: Violations in Local Government Elections*: A vulnerability index study, in association with National Dalit Election Watch (NDEW), a wing of NCDHR, PRIA, New Delhi.
[11] In Rajasthan, Haryana and Madhya Pradesh, SECs issued formal letters to support the campaign objectives. Similarly, in Chhattisgarh and Rajasthan, SECs took note of the report and prepared a comprehensive list explaining the nature and forms of violations that dalits and tribals face at the time of panchayat elections all over the country.

Various welfare schemes of the government meant for the benefit of scheduled caste households remain unutilised by deserving families because they have no knowledge about them and they lack the ability to interact adequately with the concerned government officials at the block or district levels. In the district of Birbhum in West Bengal, this problem was addressed during the year by enabling local youth from scheduled caste communities to acquire this capacity with PRIA's help. As a result, hundreds of scheduled caste households reaped the benefit of low cost latrines.

It is important to note that youth from such poor and excluded dalit communities need to be trained in utilising various entitlements and schemes that are meant for the empowerment of such households.

Pre-election voters awareness campaign in Madhya Pradesh

(iv) Similar efforts were made in Madhya Pradesh and Uttar Pradesh (in partnership with other voluntary, civil society organisations). In Madhya Pradesh, the focus of the Pre-Election Voters Awareness Campaign (PEVAC) was to empower members of scheduled caste households to participate actively in panchayat elections held in January 2010. In Uttar Pradesh, a special study was undertaken to assess the status of dalit women in panchayats

State level dialogue on scheduled caste issues and challenges

Once again, practical understanding of ground realities needs to be developed through focused studies in order to inform and influence implementers of various programmes and schemes in the government.

in the districts of Ghazipur and Mau. The findings of the study have been used to design a programme to support the empowerment of dalit women in the forthcoming panchayat elections (scheduled in mid 2010).[12]

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[12] PRIA and Dalit Action Group (a network of dalit organisations operational in districts of Uttar Pradesh) carried out a study *(Status of Dalit Women Elected Representatives in Panchayats)* to gauge the status of dalit women elected representatives in panchayats. The study presents an overall assessment of the performance of dalit women elected representatives in panchayats and also examines the factors that support or hinder progress of dalit elected women representatives vis-à-vis dalit male elected representatives and general women elected representatives of PRIs.

National consultation
of civil society and
academic institutions:
Bridging research and
practice

v)   In Bihar, the government has constituted a Maha Dalit Commission with a fund of Rs 288.18 crore for improving the socio-economic conditions of 'maha dalits'. In order to ensure that voluntary, civil society organisations in the state become informed of the commission and its programmes, PRIA facilitated a dialogue with the top leadership of the commission. Held in Patna on 5 January 2010, it was attended by 91 delegates resulting in plans for joint follow-up for effective implementation.

Many new commissions require support from civil society to implement their mandates; hence, facilitating such interface between commissions and voluntary organisations helps to make the empowerment programmes more targetted and speed up implementation.

(vi)   During the past few years, the Ministry of Human Resource Development (HRD), Government of India has funded the establishment of Dr. Ambedkar Chairs, University Grants Commission (UGC) Centres for Study of Social Exclusion and Inclusive Policy and Ambedkar Study Centres. In order to enable linkages between such academic centres and researchers and the practitioners involved in the empowerment of dalits, PRIA co-convened, with Indian Institute of Public Administration (IIPA), Delhi (and its Dr. Ambedkar Chair) a two-day consultation on 23–24 February 2010. Attended by representatives of 24 academic centres and 70 practitioners, the deliberations helped define a shared research agenda which can inform appropriate policies for social inclusion and dalit empowerment. A special focus of the follow-up is to undertake field studies to identify the constraints faced by elected local government representatives from scheduled caste

The unfortunate gap between the world of research and the world of practice needs to be bridged so that policies and programmes to support the empowerment of the poor and the excluded can be better informed by ground realities. Intermediation to facilitate coming together of these two worlds becomes a crucial requirement, a role which PRIA fulfils.

communities so that targetted efforts at their empowerment may be undertaken in those locations.

Making it work for tribals

Representing nearly 8 per cent of India's population (about 100 million), the socio-economic conditions of tribal households continue to be characterised by poverty, hunger, illiteracy and disease. Tribals have been victims of development, as they have been displaced from their natural habitats when dams, industries and mines had to be built to accelerate India's economic development. Today, the conflict and violence in the tribal regions of West Bengal, Chhattisgarh, Odisha, Jharkhand, Maharashtra and Andhra Pradesh is an outcome of six decades of official neglect and inconsiderate exploitation of tribals and their natural resource base.

PRIA began work in support of empowerment of tribals in 1982 by developing an analysis of socio-economic conditions of tribals and forests in Odisha, Rajasthan, Gujarat, Himachal Pradesh and Madhya Pradesh. Informing and educating tribals about their rights and enabling them to adapt their community traditions in modern development contexts has been the focus of PRIA's work in this area.

Tribal women at a training workshop in Chhattisgarh

Various schemes of the national and state governments have crores of rupees allocated for youth development and enhancing the capacities of tribal men and women. Unfortunately, the implementation of these schemes leaves much to be desired, thereby hindering the process of empowerment of tribals. PRIA's efforts are aimed at supporting the effective and accountable implementation of such policies and programmes designed to empower tribals in the country.[13]

Empowerment of the poor and excluded has to be carried out over a period of time and over a large coverage area. PRIA works to build nurturing networks of civil society, helping them work together with new capacities—crucial tasks to be performed in support of such empowerment.

(i)   Over the past several years, PRIA's efforts have focused upon enhancing the participation of tribal groups through implementation of the Panchayat Extension to Scheduled Areas (PESA) Act 1996 in scheduled areas and strengthening tribal leadership in panchayats. Last year, in continuation of that work, as panchayat elections were approaching in Chhattisgarh, 214 members across 12 districts were trained to understand their responsibilities as elected representatives of the

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[13] *Scheduled Tribe Leadership in Panchayats and Utilisation of Tribal Sub Plan,* PRIA, New Delhi. The study analyses the Tribal Sub Plan in the XI Five Year Plan for the socio-economic development of tribals.

people. A campaign to strengthen tribal leadership was launched in 15 districts covering 2,003 gram panchayats.

(ii)   In order to scale up the outreach in Chhattisgarh, a network of 55 voluntary, civil society groups was enabled to work together in preparation for the panchayat elections (held in January 2010). In order to make this network support the mission of empowerment of tribals in Chhattisgarh, over 50 CSOs participated and were oriented and trained in 9 training camps to act as facilitators.

(iii)   Various schemes for the welfare of tribal families often remain unutilised because the tribals themselves are not aware about them.[14] Several tribal youth in Purulia district of West Bengal were trained by PRIA in how to access entitlements for tribal families. As a result, many girls from tribal families began to attend residential schools meant specially for them.[15]

(iv)   Over the past decade, many progressive legislations and beneficial development schemes have been enacted by the Government of India (to support empowerment of tribal communities). PESA is one such legislation which has empowered the gram sabha in tribal areas to take decisions about the use of natural resources under the village's jurisdiction. However, in most states with large tribal populations, PESA has not been implemented, and even rules for its implementation have not been framed.[16]

During the year, PRIA supported several local efforts to understand and ask for the implementation of PESA in Odisha and Chhattisgarh. This situation is similar to that in respect of other legislations for the empowerment of tribals, e.g., the Forest Rights Act 2006. In partnership with the National Forum of Forest People and Forest Workers (NFFPFW), PRIA convened several meetings with officials of the state tribal welfare department in Chhattisgarh to share the findings of a study conducted in Sarguja, Bastar and Bilaspur districts about the non-implementation of such important provisions for the empowerment of tribals.

PRIA with the help of a local partner, Path Pradarshak, conducted a study (*Strengthening Tribal Leadership in PESA Areas*) in 2009 in order to gauge the current status of implementation of PESA and its impact on tribal leadership at the panchayat level. The study was conducted in three districts of Chhattisgarh, namely, Sarguja, Bastar and Bilaspur. A sharing programme was organised with the state Scheduled Tribe and Caste Welfare Department on 13 March 2010. Eighty-six participants from the tribal welfare department and panchayati raj departments, anthropology department of Raipur University, CSOs, elected representatives from Sarguja, Bastar and Bilaspur and media persons attended. The sharing brought up suggestions on how to re-energise PESA and the role of different stakeholders.

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[14] See *Scheduled Tribe Leadership in Panchayats and Utilisation of Tribal Sub Plan*, PRIA, New Delhi.

[15] This was undertaken through the DFID supported West Bengal Civil Society Support Programme (WBCSSP).

[16] *Panchayat Extension Act: A Legal Analysis With Strategies: The State of Chhattisgarh*, 2004, PRIA, New Delhi; *Hamara Gaon, Hamara Raj: A Booklet on Tribal Self Rule Law in Himachal Pradesh*, 2004, PRIA, New Delhi; *Hamara Gaon, Hamara Raj: A Booklet on Tribal Self Rule Law in Madhya Pradesh*, 2004, PRIA, New Delhi; *Hamara Gaon, Hamara Raj: A Booklet on Tribal Self Rule Law in Gujarat*, 2004, PRIA, New Delhi; and *Tribal Self Rule Law: Implications of Panchayat Laws in Scheduled Areas of Rajasthan*, PRIA, New Delhi.

Likewise, a study of communitarian practices amongst the tribal communities of Nagaland was conducted during the year.[17] Its findings are being used to improve the convergence between various laws to ensure ease of access of tribal communities to natural resources.

(v) Another set of studies was conducted in Jharkhand and Chhattisgarh to assess the impact of new industrialisation policies in these states in the era of rapid economic growth. The studies were conducted to examine the extent to which the tribal communities were able to access the benefits of various schemes as new industries, mines and townships were developing around and on their habitats.[18] The sharing of these studies, through the media and in face-to-face meetings with senior government officials and industry representatives has highlighted the need to review

Once again, the importance of practical studies to review the implementation of various policies and schemes is highlighted. Sharing those findings in a forum where many stakeholders are present is an important aspect of PRIA's work.

these policies. Since land acquisition is carried out in a non-transparent and high-handed manner, the provisions of beneficial legislation do not reach the tribals, while bulldozers of mining industries do. Clearly, the intended benefits for tribal empowerment through PESA and the Forest Rights Act are being nullified by the industrialisation policies of state governments.

The above examples underline the importance of re-energising various institutions designed to protect the poor and the excluded so that they can fulfil their mandates in letter and spirit. Unless such institutions are systematically enabled to work as planned, empowerment of the poor may not happen at all. In fact, as the situation in many tribal regions shows, it is the failure of such mechanisms and institutions that has resulted in the intractable conflicts and violence witnessed today.

(vi) The Odisha Tribal Empowerment and Livelihood Programme has been designed by the state government to assist tribal households improve their life. The programme has several participatory mechanisms (like watershed development committees, village development committees, etc) to enable tribal men and women to actively seek their entitlements under various schemes. PRIA provided a series of training programmes[19] to 225 participants responsible for its implementation so that tribal participation in these mechanisms can be strengthened.

(vii) The rapid pace of industrialisation in many areas traditionally inhabited by tribal communities has significantly affected the land and water resources of these communities. As new mines and factories are being set up, pollution and effluents erode the livelihood of tribals. State Pollution Control Boards are

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[17] The workshop 'Enabling Democratic Local Governance Environment for Fighting Poverty and Inequalities' was organised by Logo Link in collaboration with the Rockefeller Foundation to share case studies of innovative experiences where changes in local democratic governance have enhanced delivery, effectiveness and inclusiveness of the initiatives to fight poverty and inequality. PRIA shared its study on the empowerment, service delivery and community organisational outcomes, as well as sustainability and replicability of the communitisation of developmental programmes in Nagaland, India.

[18] *Claiming Rights in the Era of Economic Growth: Issues in Multi Party Accountability towards Environmentally Sustainable Industrial Development in Chhattisgarh and Jharkhand,* Synthesis Report on Citizenship and Communication Study, Citizenship DRC, PRIA, New Delhi.

[19] Gender Sensitisation Training Programmes for district level functionaries and FNGO representatives of 150 participants, and 75 Training of Trainers (ToT) for preparing Master Trainers.

Participants receive training at the Prem Chadha Memorial Youth Leadership Camp I, Odisha

mandated to monitor and prevent such things from happening; participation of the local community is necessary in Environmental Impact Assessments (EIAs) before such mines or factories are given license to operate by the government. However, PRIA's studies in Jharkhand and Chhattisgarh carried out last year have demonstrated that none of these institutions and mechanisms actually function.[20] Reports by these institutions remain hidden, gathering dust. (PRIA had to use RTI to access reports of the State Pollution Control Board in Chhattisgarh.) Information about participatory mechanisms is not provided to affected tribal communities in advance; capacity of local tribal leaders to engage in serious dialogue on environmental degradation of their natural resources is woefully weak. PRIA's studies, when shared in meetings in Ranchi and Raipur on 16 March 2010 and 18 March 2010 respectively, began to generate some action from concerned government departments.

(viii) One of the most important ways in which empowerment of the poor and the marginalised can be enabled is to support the youth amongst them. The youth (under 25 years of age) comprise nearly half of India's population today. The youth of poor and excluded communities yearn for opportunities, and encouraging them to participate at all levels of governance is one way of enabling them to access their entitlements. A recent study by PRIA of five Commonwealth countries documented how governments promote the role of youth in governance.[21]

It is in recognition of such realities, and to empower the youth from tribal communities in particular, PRIA launched the Prem Chadha Memorial Youth Leadership Programme for tribal youth. The first camp was held in Berhampur, Odisha, between 28 and 31 December 2009, attended by 82 youth (47 boys and 35 girls) from the states of Odisha, Jharkhand and Chhattisgarh.

[20] *Environment Governance in India: Where Are the People?:* A Study of Jharkhand and Chhattisgarh, PRIA, New Delhi.
[21] *Action Research on Current Initiatives: Lessons Learnt and Potential Best Practices in the Field of Youth and Local Self-Governance,* PRIA, New Delhi. This study covers data from five Commonwealth countries of Asia, namely, Bangladesh, India, Malaysia, Pakistan and Sri Lanka.

Making it work for the urban poor

During the past decades, economic development in the country has significantly increased the pace of urbanisation. Nearly a third of India's population now lives in urban areas, and this is projected to further increase in the coming decades. By 2005, more than half of the world's population had become urban. Most migrants to cities from rural areas are the rural poor in search of a meagre livelihood. The scale of urban poverty is not fully understood in the country, though recent estimates suggest that it is of the order of 49 per cent of the urban population.

India has nearly 4,500 towns, cities and urban centres; about 30 of these are large cities with populations exceeding 1 million. Yet, the numerous small and medium towns in the country are home to millions of urban poor. PRIA's work towards empowerment of the urban poor began nearly a decade ago, and initially targeted small/medium towns.[22] The constitutional mandate for democratically elected and adequately empowered municipalities was provided in 1992, 18 years ago; yet, devolution of authority and building of human, institutional and financial capacity of municipalities has hardly been achieved.[23] PRIA's approach towards empowerment of the urban poor has been developed to make cities inclusive from the vantage point of the poorest in the city.

A mohalla meeting in Pandeypur Ward, Varanasi

(i)   Basic services in cities are so skewed that they barely reach the poor. Many such services (drinking water, sanitation, solid waste disposal, health, education, etc) are not accessible to a vast majority of urban poor in many cities. One approach towards empowerment of the urban poor to access such services is monitoring of these services within areas and wards by the urban poor themselves. Such efforts to promote citizens' monitoring of services were enabled during the year in the cities of Patna, Jaipur, Ranchi, Raipur and Varanasi.[24] The information so generated by the citizens was then directly shared with elected councilors and municipal officials in face-to-face dialogues. Follow-up action resulted from such direct demands made by the urban poor themselves.

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[22] PRIA, 2003, *Strengthening the Voice of the Poor and the Marginalized in Town Planning Processes: A Study in Small and Medium Towns,* PRIA, New Delhi.

[23] A devolution index to analyse the devolution of funds, functionaries and functions was prepared by PRIA in 2009 (supported by Ministry of Urban Development, Government of India and UNDP).

[24] A Citizen Report Survey was conducted by PRIA (supported by Water and Sanitation Program-South Asia) in selected JNNURM cities to assess the level, quality and efficiency of service delivery. The survey included 5,020 citizens across various income groups. The objective was to identify the issues and problems of citizens and to examine how public feedback helps the city's government improve service delivery.

A jan adalat being held in Ward 68, Patna

(ii) The process of formation of neighbourhood associations is intrinsic to the process of empowerment of the urban poor and the excluded. In most urban neighbourhoods such associations do not exist, even when there is provision for formation of mohalla samitis in many state legislations. PRIA's efforts in Jaipur enabled the formation of such area sabhas in Idgaha and Sanjay Nagar wards. The area sabhas then became the channel for empowerment of the excluded in those wards.

(iii) In Patna, the citizens themselves developed an innovative approach of 'jan adalat' (people's court) to share their grievances about the non-availability of basic services in their wards and neighbourhoods. Media reports on such public hearings made senior officials of the state government and Patna municipality aware of the serious gaps on the ground existing between plans and actual delivery to poor neighbourhoods.

These above initiatives demonstrate the urgency of promoting the approach of empowerment in urban areas in the country. Active citizen participation in planning, implementing and monitoring basic urban services is entirely new to planners and administrators in urban development. In order to enable the excluded and the marginalised in urban areas to understand their entitlements and to access them, the first major task in most urban neighbourhoods is formation of local groups and collectives of citizens. These associations then have to develop the capacity and the confidence to monitor service delivery, and be able to approach their elected councilors and municipal officials to demand they respond to their needs directly.

(iv) In 2006, the Government of India announced the first national programme for urban development—the Jawaharlal Nehru National Urban Renewal Mission (JNNURM). Under this programme, 63 large cities have been identified for major investments in infrastructure development and undertaking urban governance reforms. This programme proposes that cities develop targetted urban basic services for the poor and ensure active participation of their citizens in urban renewal and reforms. PRIA has been working in five cities—Jaipur, Patna, Ranchi, Raipur and Varanasi—covered under JNNURM. In each of these cities, PRIA has facilitated the formation of citizens' forums to promote their participation with the municipality. City Technical Advisory Groups/Citizen Voluntary Technical Corps (CTAGs /CVTC) are designated mechanisms through which the voices of the citizens are shared with the administrators of municipalities. During the year, PRIA facilitated the capacity enhancement and learning of members of these groups.[25]

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[25] Ministry of Urban Development, 2009, *Annual Report of National Technical Advisory Group* (2008-2009), Government of India, New Delhi.

v) Despite the recommendations of the central government, the states of Bihar, Jharkhand, Chhattisgarh and Uttar Pradesh have not yet enacted legislation to promote citizen participation. Hence, PRIA worked with select municipalities to help them develop basic standards for service provision to their citizens, specially the excluded; it also helped the municipalities to evolve a mechanism for grievance redressal.
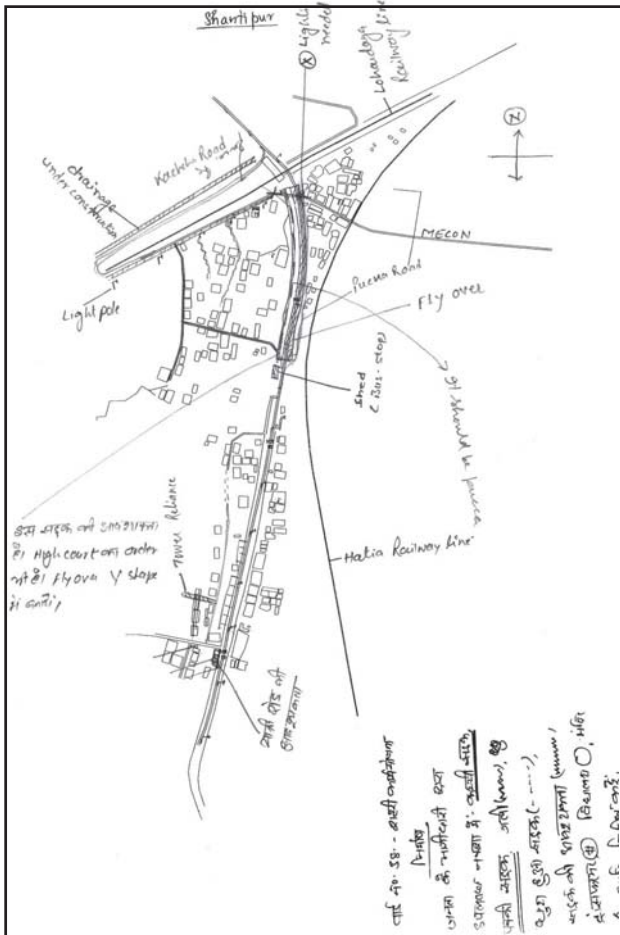
(vi) In order to benefit from central government funds under JNNURM, each city has to first develop a City Development Plan (CDP). Most often, these CDPs are developed by consultants in a short period of three to four months by using secondary sources of data and with consultation only with the city's elite. PRIA has been promoting the approach of inclusive and participatory planning over the past several years so that the needs of the urban poor and the excluded are also taken into consideration.[26] During 2009–2010, this work was carried forward in Patna and Ranchi in two selected wards (one of which is for economically weaker sections and one which is headed by a woman elected member). This work resulted in including these 'katchhi abadis' (informal settlements) within the urban areas, which did not show up in the maps prepared by planners. Community meetings and citizen mapping of households and facilities in these poor neighbourhoods (not recognised as part of the city) in Ranchi resulted in inclusion and empowerment of the urban poor in the city's development plans.

(vii) In 2009–2010, PRIA completed its support to the city planning of two medium sized towns—Chhapra in Bihar and Dumka in Jharkhand. This process of open, transparent and inclusive planning involved many citizens, councillors and officials in gathering information, defining priorities and developing plans for improvements in the city.

CTAG members, municipal staff and elected representatives of Hyderabad on an exposure visit on social accountability mechanisms, 25-28 October 2009


Road demarcation by people of Shantipur and Baithania

The empowerment of the poor and the excluded in small and medium towns of the country continues to be a major challenge, since present government schemes for such

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[26] *Participatory Urban Planning: Making Cities Inclusive*, a resource kit on participatory urban planning which also includes a film CD, PRIA, New Delhi.

towns are inadequately funded and poorly designed. Reforming municipal governance to make them transparent, accountable, efficient and responsive requires sustained work by civil society, professionals and central/state governments.

> *It can be noticed from the above that most urban poor are not even aware of their entitlements and the manner in which they can participate in accessing benefits for themselves. Further, elected councilors and municipal officials also lack capacity to undertake inclusive planning. Certain pilot examples need to be developed to demonstrate what is needed and possible in urban development and governance.*
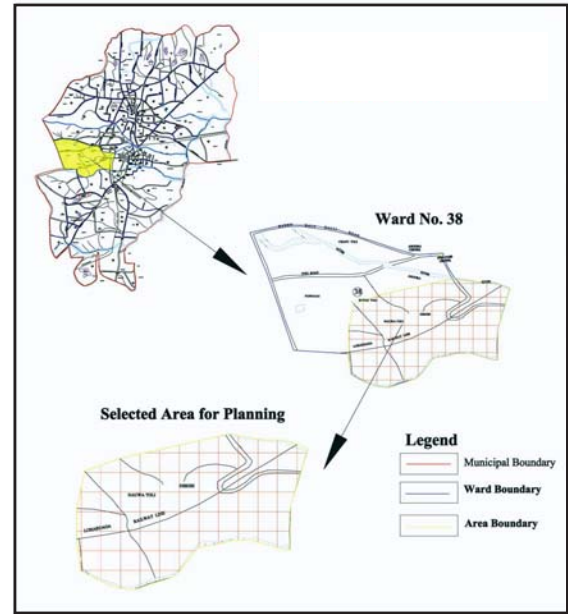
Location of selected area for plan preparation, Ranchi

(viii) The present procedures and laws defining how urban planning is to be carried out date back to colonial times. Many like-minded professional urban planners and researchers have been exploring ways to systematically improve these laws and procedures so that the needs of the city's poor are included and addressed. PRIA convened a workshop in partnership with the Centre for Environmental Planning and Technology (CEPT) University, Ahmedabad in November 2009, which was attended by a vast group of town planners from various state governments, representatives of urban research and training institutions, academicians, consultants and CSOs from all over the country to further the agenda of participatory planning. The recommendations for follow-up from this deliberation have since been taken forward to policy makers.[27]

National dialogue on inclusive urban governance

[27] *Summary Report of National Workshop on Inclusive Cities and Centre-staging Citizen Participation,* PRIA, New Delhi (http://pria.org/images/newsletter/Summary_Report_(Urban).pdf)

(ix) The work of voluntary, civil society organisations in empowerment of the urban poor is less developed in India. PRIA convened a national dialogue on the theme of 'Inclusive Urban Governance: Challenges and Opportunities' on 28 and 29 January 2010 to build shared knowledge and capacity among all such organisations in the country. This national consultation was in response to many informal deliberations with a variety of civil society groups working on the issue of urban governance and to find ways to engage with key policy making institutions and actors.

Considerable effort is required to promote the capacity and involvement of many more voluntary, civil society organisations to work towards empowerment of the poor and the excluded in urban areas of the country if any meaningful impact is to be made in the coming decades.

(x) In order to learn about the programmes of empowerment of the urban poor from international experiences, and to share PRIA's own expertise in this regard, PRIA has recently begun to work with SPARC and Slum/Shack Dwellers International (SDI), an international alliance of slum-dwellers.[28]

(xi) As issues of climate change and environmental degradation face policy makers around the world, much attention needs to be paid to the planning of urban services and infrastructure that includes the poor and the excluded; otherwise, a substantial impact of such urban poverty will greatly contribute to ecological disasters and accentuate impacts on vulnerable households and communities. PRIA undertook a critical analysis of the City Development Plan (CDP) of Raipur prepared under JNNURM to bring the attention of the city's policy makers to the potential impact of climate change and environmental degradation on the city's dwellers in general and urban poor in particular.[29]

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[28] As part of an ongoing study being conducted by PRIA with IPA (Institute for Policy Alternatives) and Rockefeller Foundation on Strengthening Monitoring and Learning Systems in Networks of the Urban Poor.
[29] *City Development Plans and Environmental Considerations: A Case Study of Raipur City,* PRIA, New Delhi.

Making it work for all

While many programmes for the empowerment of women, dalits, adivasis (tribals) and urban poor have been undertaken by PRIA during the year, it is useful to recognise that efforts are also needed at the macro level to systematically create such enabling conditions for the empowerment and inclusion of all hitherto excluded citizens. Hence, over the years, PRIA has made deliberate efforts to operate simultaneously at the grassroots levels and at national/international policy levels to be able to highlight practical insights in its advocacy for appropriate policies and programmes at national and global levels.

Panchayat representatives demand devolution in Odisha

(i) The demand for effective devolution of authority and resources to panchayats and municipalities has been gaining some momentum in the country. Effective devolution requires joint effort from both central and state governments. In essence, it is a political process requiring explicit commitments from all political parties in the country.

Several such efforts occurred during the year with technical support from PRIA. In Odisha, a huge mobilisation of nearly 6,000 elected representatives was organised by a coalition of associations of elected panchayat representatives on 8 December 2009. Likewise, a dialogue with

Launch of the Campaign for Reforms in Governance in Lucknow

a cross-section of all-party Members of Legislative Council (MLCs) was conducted in Patna, Bihar. In Uttar Pradesh, where the 'Campaign for Reforms in Governance' was launched by a coalition (including PRIA) on 12 August 2009, nearly 10 district level dialogues involving political parties and elected representatives were organised.

Towards furthering devolution in PRIs, PRIA convened a national consultation, 'Strengthening Panchayati Raj Institutions in India', on 12–13 February 2010 of all stakeholders (ministers, political party representatives, elected

panchayat leaders, associations of panchayats, academics and active voluntary organisations) from around the country to develop a clear agenda. In this national dialogue, more than 60 participants came together to collectively review, reflect on and analyse the progress made and challenges faced by PRIs, and for political parties to reaffirm their political commitment to strengthen PRIs. These deliberations engaged representatives of five political parties, and resulted in a commitment from them to take these issues within their party forums.

(ii)   One of the major constraints faced in implementing programmes meant for the empowerment of the poor is absence of detailed, transparent, integrated and inclusive planning at the district (and below) level. PRIA has served on a committee set up by the Planning Commission to evolve such a methodology for district planning.[30] During the year, PRIA was invited to build the capacity of district level officials to undertake such participatory planning in Himachal Pradesh on 21 and 22 July 2009.

In addition, PRIA developed two practical examples of such district planning in Talcher district of Odisha and Madhubani district of Bihar.[31] The effort in Talcher demonstrated the manner in which planning to make drinking water available to all citizens in the district can be done through active and collaborative efforts by both panchayats and municipalities. Efforts in Madhubani focused on making basic health services under the National Rural Health Mission (NRHM) available to poor households through a process of participatory planning that integrates the efforts of the three tiers of panchayats in a district.

(iii)   Many international donor agencies support the programmes of Government of India and state governments; their contributions can influence the policies and schemes meant for the empowerment of the poor and the excluded. During the year, PRIA developed a methodology of citizen monitoring of Millennium Development Goals (MDGs) for the United Nations Millennium Campaign.[32]

Likewise, a methodology of undertaking social audits in rural development programmes in Himachal Pradesh was developed for GTZ.[33]

The experiences in facilitating district level platforms for joint action by government, panchayats and communities in the districts of Jalpaiguri, Cooch Behar and Murshidabad in West Bengal was disseminated to DFID and its partner agencies working in several states of the country.

(iv)   Promoting citizen participation in making democratic governments accountable helps to improve efficiency in delivery of basic services to the poor. This understanding has now emerged from several programmes in India (like social audit in National Rural Employment Guarantee Scheme; community monitoring of primary schools in Sarva Siksha Abhiyan; use of Right To Information in programmes meant for scheduled caste households; village-based planning for watershed development; community-driven design of sanitation in urban slums, etc).

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[30] *Comprehensive District Agriculture Plan: A Manual for Integrated District Planning,* PRIA, New Delhi.
[31] *Annual Project Report of Deepening Devolution in Institutions of Local Self Governance,* PRIA, New Delhi.
[32] *Facilitator's Manual on Local MDG (Millennium Development Goals) Monitoring in India,* PRIA, New Delhi.
[33] *Assessment of Social Audit Practices in Himachal Pradesh and Formulation of Action Plan for 2009 and 2010,* PRIA, New Delhi. GTZ, the German government's donor agency, has been supporting many programmes in Himachal Pradesh for several years.

A set of approaches in this regard has been developed in other developing countries like Brazil (participatory budgeting) and South Africa (direct land tenures by municipalities). PRIA in partnership with CIVICUS hosted practitioners from several Asian countries to share and promote various innovations in participatory governance. Regional Skills-Building and Peer Learning Workshop on Participatory Governance was held on 23–26 June 2009 in Phnom Penh, Cambodia. More than 70 participants (civil society practitioners and government officials) from Cambodia, Bangladesh, India, Malaysia, Nepal, Thailand, Philippines and Sri Lanka attended the event.

Likewise, PRIA facilitated the capacity building of government officials and civil society practitioners from Cambodia on methodologies of social accountability (Third Social Accountability School in Cambodia, 25 May to 6 June 2009). The capacity building initiatives under the Programme to Enhance Capacities on Social Accountability (PECSA) have covered approximately 112 civil society organisations and more than 200 practitioners in Cambodia in the last two years. Roughly 30 Cambodian civil society practitioners visited India for first hand experiences on conducting social accountability tools.

In addition, PRIA facilitated the exposure visit of a delegation of information commissioners and government officials from China and Indonesia on various examples of empowerment and participation of the poor.

In order to further improve knowledge about citizen leadership in making governance democratically accountable, PRIA completed a comparative study between India, Brazil and South Africa (IBSA) supported by the Ford Foundation. Its findings were shared in an international conference held in Delhi between 30 November and 1 December 2009.[34]

It is useful to note that India's own experiences in empowerment of the poor have been valuable for many other developing countries. At the same time, innovations from other countries can be adapted in this context as well. As India begins to become active in the world as a member of G20, it is important that more 'south-south' interaction and exchange takes place between India and other southern countries of G20. (China, Indonesia, India, Brazil and South Africa are all members of G20.)

(v)   One of the persistent constraints in effective implementation of programmes for the empowerment of the poor in the country (and in many developing countries around the world) is shortage of trained human resources. The promotion of empowerment of the poor and the excluded in rural and urban areas has become an extremely complex effort. A new generation of trained professionals is required in large numbers, specially in states such as Rajasthan, Madhya Pradesh, Uttar Pradesh, Bihar, Chhattisgarh, Jharkhand, Odisha, West Bengal and the north-east.

In order to respond to this need, PRIA has used its various experiences, insights and methodologies to develop a series of educational certificates which are offered in Open and Distance Learning (ODL) mode. During the year, 9 courses were taken by 278 learners.

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[34] International Conference on Citizen Leadership and Democratic Accountability, Conference Proceedings, PRIA, New Delhi.

Student Admissions in Certificate Courses

Courses	Batches		
	April 2009	October 2009	Total
International Perspectives in Participatory Research (IPPR)	31	12	43
Occupational Health and Safety (OHS)	29	20	49
Civil Society Building (CSB)	7	7	14
Understanding Gender in Society (English and Hindi)	11	10	21
Panchayati Raj Institutions (English and Hindi)	11	11	22
International Perspectives in Participatory Monitoring and Evaluation (IPPME)	58	38	96
Adult Education and Lifelong Learning	6	Not launched	6
International Perspectives on Citizenship, Democracy and Accountability	19	Not launched	19
PRIA International Internship Programme (PIIP)		8	8
Total	**172**	**106**	**278**

In addition, PRIA continues to develop new courses based on its practical insights and studies on the ground. During the year, a course on International Perspectives on Citizenship, Democracy and Accountability was prepared and piloted. As PRIA tries to promote participatory learning of practitioners in such courses, it shares its own experiences with others to expand the use of this methodology of ODL.[35]

(v)   In order to make such educational programmes 'degree-earning' and rigorous in quality, PRIA has now partnered with Indira Gandhi National Open University (IGNOU) to launch a Diploma and Masters Programme in Participatory Development (www.ignou.ac.in). During the year, the entire curriculum was developed by PRIA and its field centres (as well some other NGOs) for practical learning during the course.

(vi)   Over the years, development practitioners in many countries have been using various methodologies developed by PRIA based on its field work in India; many professionals have studied books and papers prepared by PRIA. Thus, many practitioners from around the world visit PRIA's field areas every year. During the year, a systematic internship

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[35] 'Teaching Citizenship, Democracy and Accountability through Distance Education Mode: Reflections on Challenges and Lessons' was shared with Teaching and Learning Citizenship Group of DFID-supported Citizenship DRC. This reflection paper documented the successes, challenges and crucial issues in an international open collaborative learning project.

PRIA and IGNOU sign the MOU for launching PG programmes in participatory development

programme (PRIA International Internship Programme, or PIIP) was offered to 8 students who undertook practical field learning in different locations where PRIA is working. Similar opportunities have been offered by PRIA for tens of students each year from a variety of educational institutions in the country—social work, sociology, management, communication, political science, public administration, planning and economics.

(vii) The demand for trained professionals to work in community development is growing around the world; India's experiences are found to be valuable by many other developing countries. So, PRIA has signed an MOU with University of Victoria (Uvic), Canada to co-design and co-teach a Masters Course in Community Development (International Perspectives on Participatory Development and Governance). Preparations for the curriculum and launching of this unique programme were carried out during the year (http://publicadmin.uvic.ca/macdi).

(viii)   Many communities of the poor and the excluded need new knowledge and capacities to address their problems; many universities and colleges need access to field realities to advance their education. Yet, community–university partnerships are more an exception than the rule. In countries like India, there has been no policy to incentivise closer working relationships between the community and universities. Over the years, PRIA has supported such initiatives in the country.[36] During the year, examples of two such universities—Hemwati Nandan Bahuguna Garhwal University, Srinagar, Uttarakhand and Vishwa Bharati University, Sriniketan, West Bengal — were documented as part of a global campaign to promote community–university partnerships.[37]
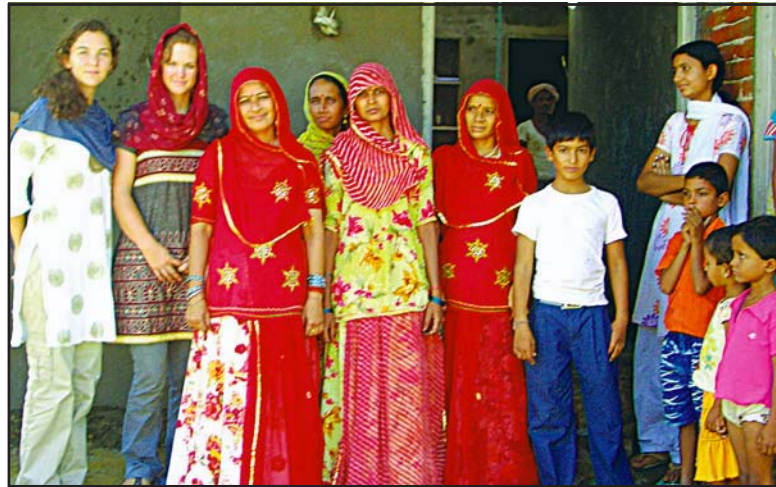
International interns on a field visit for their research papers

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[36] Partnerships with the academia formally began in the early 1990s as inter-professional dialogue on participatory developments held with schools of social work in select regions. This later culminated in a series of field based research and documentation of participatory practices like those with the Institute of Development Studies, University of Sussex, UK; University of Victoria, Canada; Osmania University, Hyderabad; Banaras Hindu University, Varanasi; HCM-RIPA (Rajasthan Institute of Public Administration), Jaipur, and North Bengal University, Siliguri, among many others.

[37] *Community–University Partnerships in Mobilising and Strengthening Knowledge for Sustainable Development: Case Studies from India*, PRIA, New Delhi.

In addition, PRIA has been part of a global network to promote community-engaged research.[38] During the year, presentations of PRIA's work in India in this area was shared during the Living Knowledge Network conference in Belfast held in August 2009.

In order to influence international policy in this regard, presentations of Indian experiences were made during UNESCO's second

International Conference on Higher Education in Paris in July 2009.

PRIA as an active contributor to the movement for promotion of lifelong adult education has worked towards creating opportunities for learning and education of adolescents and adults to become aware of their entitlements and to get empowered to secure them. During the year in partnership with Institute for International Cooperation of the German Adult Education Association (DVV International) and Asia South-Pacific Association for Basic and Adult Education (ASPBAE), PRIA designed and launched a virtual platform on adult lifelong education for all

(http://www.lifelongadultlearning.org). This is a resource for practitioners of adult education throughout the Asia-Pacific.

The conference on Financing of Adult Education was co-organised by International Council of Adult Education (ICAE), European Association for the Education of Adults (EAEA), ASPBAE and DVV International during 23–24 June 2009 in Bonn, Germany to develop strategies for increasing public financing of lifelong learning in developing countries, as globalisation and economic restructuring is demanding 're-education' of workers and citizens.

As preparations for CONFINTIA VI (UNESCO's International Conference on Adult Education) moved forward, PRIA was invited to work with ASPBAE and others to develop new policies for supporting lifelong education for the marginalised. Its experiences were shared in the conference held at Belem, Para, Brazil during 1–4 December 2009. A distance-learning course on adult education and lifelong learning was also conducted by PRIA for practitioners.

During the year, PRIA was invited to work with DVV International and ASPBAE to develop tools for effective monitoring and evaluation of adult education programmmes

[38] The Global Alliance on Community-Engaged Research (GACER) was created on 5 May 2008 by representatives of universities, networks and civil society organisations at the 2008 Community University Expo Conference in Victoria, BC, Canada. Dr. Rajesh Tandon serves as the chair of GACER.

in the Asia-Pacific region in a workshop held in Bali, Indonesia during 10–13 October 2009.

Programme staff from PRIA are regularly invited as resource persons to various national and international conferences and workshops to share learnings from field level participatory research, monitoring and evaluation.

In reading about PRIA's work, we hope we have communicated that empowerment of the poor and the excluded needs to be supported at several different levels simultaneously. While it is important that direct engagement with the poor and the excluded is undertaken in the field, it is also crucial to recognise that many actions at the district, state, national and international levels are necessary to create enabling conditions, policies, institutions and capabilities to advance the empowerment of the poor and the excluded such that they actively participate in accessing their entitlements.

PRIA has made a deliberate choice to work directly with the poor and the excluded in the poorest states of the country—Rajasthan, Madhya Pradesh, Uttar Pradesh, Bihar, Chhattisgarh, Jharkhand, Odisha and West Bengal. Even within these states, the most backward regions and poorest districts are the places for PRIA to work towards the empowerment of the poor and the excluded. Ideas for reforming policies, programmes and institutions designed to support the empowerment of the poor can thus best be understood from such field locations. Educational programmes for the preparation of the next generation of policy makers and practitioners to support the empowerment of the poor and the excluded can also be best designed from the insights gained from such field actions.

Institutional Renewal

This Annual Report would be incomplete without providing information about the various aspects of the functioning of PRIA as an institution.

Governance

The highest decision-making body in PRIA is its Governing Board. The board has developed by-laws to guide the functioning, roles and responsibilities of the members and the chairperson (Ms. Sheela Patel) and the treasurer (Mr. Ravi Seth). During the year, the Governing Board held three meetings (on 4 July 2009, 10 October 2009 and 26–27 February 2010). In addition, the chair held two meetings with the President to review the progress of various decisions made by the Board.

Governing Board Members

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

Shri. Ravi Seth, Treasurer, is CEO, International Operations, Strides Arcolab Limited, Bengaluru, Karnataka.

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

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

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

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

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

Shri. Satinder Singh Sahni, Member, an IAS officer, is Principal Resident Commissioner, Government of Jammu and Kashmir, New Delhi.

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

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

The general body of PRIA comprises three members (Mr. Vijay Mahajan, Dr. H.N. Saiyed, Dr. N.C. Saxena) in addition to the board members. The annual meeting of the general body was held on 4 July 2009.

The treasurer met with the internal auditor, statutory auditor[39] and the finance manager on four occasions during the year. He provided oversight to the system review undertaken by ASA & Associates for strengthening the financial and project management systems in

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[39] Statutory auditors: M/s Charnalia, Bhatia and Gandhi, Chartered Accountants; Internal auditors: M/s B. Ravi Kumar & Co., Chartered Accountants.

PRIA. The Governing Board has approved the implementation of Oracle Enterprise Resource Planning (ERP) from the current fiscal year in PRIA. As per practice, a new internal auditor has been selected under the guidance of the treasurer, after the outgoing internal auditor had completed the contract period of two years.

The responsibility for overall management of PRIA rests with the President. He is supported by a board-approved senior management group called Operational Management Board (OMB) whose members include directors and the general manager reporting to the President. The OMB has acted as the Chief Operating Officer (COO) of PRIA over the past two years. Further delegation of authority for programme management is carried out with project in-charges under designated supervisors.

Transitions

During the year, several important programmatic transitions occurred.

The West Bengal Civil Society Support Programme (supported by DFID) ended in October 2009 (it had begun in November 2006). Consequently, the teams located in Jalpaiguri, Murshidabada and Kolkata have stopped operating.

PRIA's programme on Governance Where People Matter (supported by SDC since 2006) also came to an end on 31 March 2010. Consequently, staff based in some of the field locations (Bhubaneshwar, Madhubani, Shimla, Janjgir and Jamtara) have since been withdrawn.

These transitions have also posed new challenges for mobilising flexible resources to undertake innovative programmes for the empowerment of the poor and the marginalised.

New Architecture

During the year, the Governing Board spent considerable time in evolving a new architecture for PRIA's future. In addition to the top management team, two external facilitators, Dr Alan Fowler and Ms Srilatha Batliwala, worked with the governing board in elaborating the architecture. The changing nature of external demands and constituencies as well as the shifting priorities of funding were prime considerations in this process. In addition, the Governing Board actively considered important leadership transitions as the Founder-President begins new ways of contributing to PRIA's missions.

With this new architecture, PRIA begins a new phase in its journey of nearly three decades. PRIA's ability to maintain its relevance to the changing requirements of social transformation in Indian society, and beyond, has been possible through a rigorous process of strategic review and planning every four to five years. It is within this trajectory that PRIA began to undertake a strategic review of its previous framework, Governance Where People Matter, after its 25th anniversary in 2007. A rigorous process of examining future challenges resulted in a new framework for defining PRIA's future directions: Making Democracy Work for All Citizens. PRIA's new architecture will help it continue to be relevant as a global knowledge institution and keep the focus on its core belief: Knowledge Is Power.

Going forward, PRIA will be organised into four divisions. Each of these divisions will take forward and build on the commitment, work ethic and spirit of service which has been PRIA's hallmark, making knowledge for change not only a professional pursuit but a way of life.

Action Learning Initiatives of PRIA (ALIP): This division will focus on developing action learning strategies in the local field sites that feed into scaled-up capacity-building and targeted policy advocacy.

PRIA Global Partnership (PGP): This division will undertake initiatives that have a trans-national domain of learning, capacity development and convening activities.

PRIA International Academy of Lifelong Learning (PIALL): This division will undertake formal educational programmes and field-based internships for promoting human and social development.

Management System Support Centre (MSSC): This division will anchor and support core functions related to communication/media/IT, Finance and Accounts, HR and Administration, procurement and contract management, institutional governance, etc.

As part of the new architecture, the new decision-making team has been designated Strategic Management Board (SMB).

Leadership Development

As an integral part of the process of renewal, a systematic programme of leadership development has been launched by the Governing Board. Prof. Anup Singh (IMI, Delhi) acted as a facilitator in evolving a leadership development plan for each division leader. Likewise, leadership development plan for the next tier is in the process of being prepared. The Governing Board has decided to invest PRIA's own resources towards this leadership development agenda over the next two to three years.

Saying Goodbye : Remembering Prem Chadha

During the year, PRIA lost Prem Chadha, one of its founders and chair of its Governing Board from 1993 to 2003. Prem Chadha was passionate about leadership development, always looking for leadership potential among those at the margins, in particular to empowering the youth. To commemorate his contribution to the organisation and the community at large, the Governing Board of PRIA decided to launch a youth leadership programme, The Prem Chadha Memorial Youth Leadership Programme, in 2009–10.

The Prem Chadha Memorial Youth Leadership Programme aims to develop leadership competencies and skills among the youth to enable them to meet personal challenges and contribute actively to the development of their communities. The main aim of this programme is to enhance individual leadership skills for personal growth so that the youth are able to lead themselves and their communities in the future in any capacity. The programme specially focuses on enabling youth from marginalised regions, communities and social groups.

OMB Voices

Working with OMB colleagues in the hub of institutional operations provides strength and great learning to me. OMB is a collective of individuals, each with different styles and personalities. Collective decision-making can be quite challenging and sometimes frustrating. But collective responsibility has also catalysed a creative confluence of ideas and innovations.

OMB has gained a profile over time. This has led to rising expectations from colleagues and friends inside and outside PRIA. I was initially not sure if I, as an OMB member, would be able to meet these expectations. It's not easy to please everyone. But a year later, I can certainly smell the fragrance of good vibes from various quarters. It would not have happened without the proactive support of my OMB friends.

OMB gave me a new profile and opportunities to respond to institutional and social causes. But it also posed pressures to act differently at the personal level to ensure work-life balance. I am still struggling to find the appropriate balance. OMB in fact initiated the debate on work-life balance in PRIA. OMB has intensively advocated for appropriate changes in systems and approaches within the organisation.

We fought with each other inside OMB and we fought for each other outside. We have gone through many tense moments. And I speak for my colleagues, that in spite of the challenges, we all cherish our roles and relations as OMB members.

— Manoj Rai

Being chosen as part of OMB is an indicator of the organisation recognising the efforts of certain individuals and their collective potential to take on the reins of leading PRIA.

OMB peers are a good support in tough moments but they can also be tough in making you see your blind spots. Being accountable to a single manager, you can sometimes get away with not recognising them. But when it is to 'the four', you can't really get away from facing your blind spots head on!

After a day of long and exhausting meetings, I think it's easier to be a follower than a leader. Why must I be an OMB member every single day? Why can't I be 'normal', and not have PRIA tucked away in a corner of my mind even on holiday?

At times I wish I had another female colleague with me as an OMB member, perhaps then some discussions would not be viewed as 'gender debates'. I feel that I carry the responsibility of representing the views and perspectives of each and every female colleague in the organisation and I cannot let them down. At other times I feel it's nice to be the only woman in the group.

Giving raises to the staff is no longer a matter of giving a suggestion to the boss. As the boss, OMB has to ensure resources for salaries and that people earn every penny they receive. It's exciting! The challenge of being able to develop something is a rush of adrenaline.

— Martha Farrell

OMB Voices

There are many tense moments and challenges that the OMB faces but as a team our strength and commitment to the organisation sees us through all the ups and downs.

There is much I have learnt during my career in PRIA but this process of collective decision-making and accountability to a group of peers is a challenge, which I am learning to cope with.

Twenty years ago as a new entrant to PRIA I had never dreamed that my hard work and commitment would be recognised and I would become a core leader at PRIA. There are times when I have felt the pressure of taking on new roles and unfamiliar responsibilities, but OMB co-members have never let me down – their support, encouragement and trust in my capabilities has made me believe in myself.

I feel a sense of excitement at the work at hand, confidence in doing new things and a renewed loyalty to the organisation which is now such an integral part of my life.

— Mathew Joseph

OMB is…

Excitement! Over the past 12 years PRIA has provided me with enormous opportunities to grow as a professional. It has always been exciting to work in PRIA. However, this excitement reached a new height when I was chosen an OMB member. It meant renewed recognition of my professional contributions as well as assuming new responsibilities.

Anxiety! The excitement is not without anxiety. Anxiety to realise a collective dream, of a more efficient, credible and relevant PRIA – from the grassroots to the global arena. Am I the right one? Can I do it? What if I cannot meet these expectations?

Collective bonding! What keeps me alive is the continuous support, guidance and interrogation by other OMB members. In times of 'lows' we don't hesitate to ask for help and suggestions. I wish we could celebrate a bit more.

Learning! In the past, like in many organisations, major decisions have been taken by the president. While consultative decision-making has always been a culture in PRIA, collective decision-making was new. It was not easy. It required a lot of patient listening, arguing and exploration. As a result, decisions did get delayed causing occasional frustration to other colleagues whose work depended on such decisions. Gradually though we are learning to be more effective.

A dream! It is an incredible gift. A leadership space in the organisation to realise a new vision. A message from the board – that the future is in our hands.

— Kaustuv Kanti Bandyopadhyay

List of Projects
during April 2009 to March 2010

Sl. No.	Project Name	Supported By
I. Women and gender		
1.	Strengthening State Plans for Human Development Gender in Chhattisgarh	Government of Chhattisgarh
2.	Pre-Election Voter Gender Awareness Campaign for Local Government Elections in Rajasthan	UNFPA, Delhi
3.	Gender Mainstreaming Strategy Implementation Support for OTELP	OTELP-NRMC, Odisha
4.	Women's Political Empowerment and Leadership	Swiss Agency for Development and Cooperation (SDC)
5.	Capacity Building Tool for Gender Equality at the Workplace	International Labour Organisation (ILO)
6.	Gender Mainstreaming in Institutions	Swiss Agency for Development and Cooperation (SDC)
7.	South Asia Partnership: Just Budgets-II	One World Action (OWA)
8.	Reducing Female Foeticide in Sonepat	Women Power Connect (WPC)
II. Tribals and dalits		
1.	Prem Chadha Memorial Youth Leadership Programme	DVV International
2.	Empowering SC Leadership	Swiss Agency for Development and Cooperation (SDC)
III. Urban poor		
1.	Civic Engagement in Transforming Urban Governance: Supporting ULBs in Institutionalising Social Accountability Mechanisms (SUISAM)	WSP-The World Bank
2.	Preparing Devolution Index and Measuring the Impact of Devolution on Service Delivery (under Government of India-UNDP Capacity Building for Decentralised Urban Governance)	National Institute of Urban Affairs (NIUA) and Ministry of Urban Development (MoUD)

3.	Strengthening Monitoring and Learning Systems in Networks of Urban Poor for Multiplying Impacts	Rockefeller Foundation
4.	Citizen Centric Urban Planning (CCUP)	Swiss Agency for Development and Cooperation (SDC)
5.	Democratising Urban Governance: Promoting Participation in Social Accountability (DUGPPSA)	Ford Foundation
6.	Development Plan for Arang and Akaltara, Chhattisgarh	Government of Chhattisgarh
IV. Making it work for all		
1.	Capacity Building of PRIs on Decentralised Planning in Tonk District, Rajasthan	Unicef
2.	Strengthening of District Planning Committees	The Asia Foundation
3.	Preparation of Comprehensive District Plans in Angul and Nayagarh, Odisha	PHDMA-Government of Odisha
4.	Case Studies Documenting Good Practices and Lessons Learnt in South Asia-GDN	Centre for Poverty Analysis (Cepa) – Global Development Network (GDN)
5.	Capacity Building of Personnel in Ministry of Tribal Affairs on HIV/AIDS	UNDP
6.	Environmental Governance	Swiss Agency for Development and Cooperation (SDC)
7.	Virtual Platform for Adult Lifelong Learning	DVV International
8.	Programme to Enhance Capacity on Social Accountability (PECSA) in Cambodia	The World Bank
9.	Impact of Communitisation Programme in Nagaland on Alleviating Poverty and Inequality	Logo Link
10.	India Study Visit: Right to Government Information and Budget Transparency (visit of grantees from China and Indonesia)	Ford Foundation
11.	Logo Link South Asia	Logo Link
12.	Towards Mainstreaming Social Accountability in East Asia: Mapping of Participatory Planning Practices	ANSA-EAP
13.	UNDP-CSO Regional Consultation for the Asia Pacific	UNDP
14.	Promoting Learning on Citizen Leadership	Ford Foundation

15.	Appreciating the Programmatic Approach Process (of ICCO, The Netherlands) in India and Bangladesh	ICCO
16.	Deepening Devolution in Local Governance	Swiss Agency for Development and Cooperation (SDC)
17.	Resources and Planning (SoPR)	IRMA
18.	Action Research on Current Initiatives, Lessons Learnt and Potential Best Practices in the Field of Youth and Local Self-governance	Commonwealth Youth Programme (CYP) Asia
19.	Building and Strengthening Political Will for Participatory Governance	CIVICUS
20.	Campaign to Reform Governance in Chhattisgarh	Ministry of Panchayati Raj
21.	Mobilising Demand for Devolution	Swiss Agency for Development and Cooperation (SDC)
22.	Module Preparation for SIRD, Sikkim Capacity Building of Panchayats	Swiss Agency for Development and Cooperation (SDC)
23.	Assessment of Social Audit Practices in Himachal Pradesh and Formulation of an Action Plan	GTZ
24.	Enabling Citizens for Demanding Accountability through Social Audit	CARE Bihar
25.	Citizenship DRC Phase-IV	Institute of Development Studies (IDS)
26.	Teaching Citizenship Democracy and Accountability through Distance Education Mode	Institute of Development Studies (IDS)
27.	West Bengal Civil Society Support Programme	Department for International Development (DFID)

PRIA Staff (1 APRIL 2009 – 31 MARCH 2010)

☙ *President*

Rajesh Tandon

☙ *Directors/General Managers*

K.K. Bandyopadhyay, Martha Farrell, Harsh Jaitli, Mathai Joseph, Manoj Kr. Rai

☙ *Senior Managers*

Rajni Chugh, Purvi Dass, Anju Dwivedi, Namrata Jaitli, Mandakini Pant

☙ *Managers*

Shabeen Ara, M.P. Awasthi, Neha Chaturvedi, Suresh Kumar, Alok Pandey, Om Prakash, Rajpal, Vijay Singh Rawat, Ranjan Kumar Rout, Tulika Saxena, Priti Sharma, Kamleshwar Singh, Ranjan Kr. Sinha

☙ *Senior Executives*

Pushpita Bandyopadhyay, Satpal Singh, Rambha Tripathy

☙ *Assistant Managers/Senior Programme Officers/Project Coordinators*

Kaustubh Basu, Amitabh Bhushan, Anita Boral, Jhilam Roy Chowdhury, Priyanka Dale, Vikas Jha, Khatibullah, Anshuman Karol, Deepender Kumar, Nandita Pradhan, Vishwa Ranjan, Bikash Rath, Rajesh Kr. Sinha, Julie Thekkudan, Kanak Tiwari, Sudhanshu Shekhar Tiwari, Krishan Tyagi

☙ *Programme Officers*

Iqbal Aasif, Amar Anand, Navpreet Arora, Saswati Baruah, Saswati Bhattacharya, Sumit Kr. Burman, Shabana Charaniya, Anjana Chatterjee, Sayonee Chatterjee, Anthony Chettri, Sejuti Dasgupta, Mahesh Sudhakar Dhandole, Taranath Dhamala, Tapan Kumar Jana, Jamal Ahmad Khan, Anwar Khan, Vikas Khanna, Shailesh Kotru, Vinika Koul, Anil Kumar, Dona Kurian, Aseem Mishra, Raashid Aslam Moghal, Pialy Mukherjee, Pradeepti Pathak, Suvigya Pathak, Jyoti Prasad, Pranav Praveen, Amit Kumar Sarkar, Anjan Sarkar, Singmila Shimrah, Ahmad Tahreem Siddiqui, Parmeshwar Singh, Satpal Singh, Catherine Smith, Ashish Srivastava, Rose Anita Tirkey, Bhavita Vaishnava, Vinod Kumar Yadav, Pavan Kumar Yangaldas, Parmod Kumar Zinta

☙ *Assistant Programme Officers/Assistant Media Officers/Junior Executives*

Md. Arshad, Bhavana, Payal Chakraborty, Sucharita Chakraborty, Niharika Gambhir, Chaitali Ghose, Mukta Jojo, Om Niwas, Soumen Paul, Umesh Kr. Pradhan, Nidhi Sen, Malvika Sinha, Satheesan T.

❧ *Assistant Librarian*

Syed Zakir Hussain

❧ *Executive Secretaries*

Bindu Baby, K.V. Bhaskaran, Jose George, Bharti Gulati, M.D. Joseph, Chandra Shekhar Joshi, Naveen Kumar, Pradeep Kumar Sharma, Mini Varghese

❧ *Accountants*

Furgan Khan, Sunil Sharma, Surjeet Singh, Jose Xavier

❧ *Accounts Assistants*

Pradeep Agarwal, Ramesh Chand, Parthapratim Chowdhury, Jayanta Kumar Paul

❧ *Senior Secretaries/Senior Assistants*

Prabhat Arora, Harish Rawat, Soumita Roy, Naveen Kumar Singh

❧ *Secretaries/Assistants*

Sailen Bej, Twisha Ganguli, Pushpa Kharel, Vipin Kumar, Bhogendra Narayan Lal, Dinesh Parjapati, Manorama Patra, Gajendra Sahu

❧ *Driver*

Rakesh Sharma

❧ *Office Assistants/Office Attendants*

Anand Bhatt, Lal Chand, Eleen Chettri, Kuntal Mitra, Meeta Narayan, Dhan Singh

❧ *Web Designer*

Aparna Gupta

❧ *Consultants*

Saradindu Banerjee, K.L. Bhatt, Sonali Mukherjee, Sumitra Srinivasan

Financial Summary, 2009-2010

Treasurer's Report

The audited accounts of PRIA, together with the audit report have been circulated. Important deatils are given below.

(In INR '000)

Year ended 31.03.2009	Income	Year ended 31.03.2010
1,59,142	Research and Training Grants	1,18,173
41,869	Donations and Contributions	-
13,628	Others	13,022
2,14,639	**Total**	1,31,195
	Expenditure	
1,87,986	Programme	1,14,294
13,169	Administration	11,950
2,484	Other Non-cash Expenses	2,476
2,03,639	**Total**	1,28,720
11,000	**Excess/(Deficit) of Income Over Expenditure**	**2,474**

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

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

The Management Audit Report for the year has been discussed.

Yours Sincerely

Ravi Seth
Treasurer, PRIA

Balance Sheet as on 31 March 2010

(In INR '000)

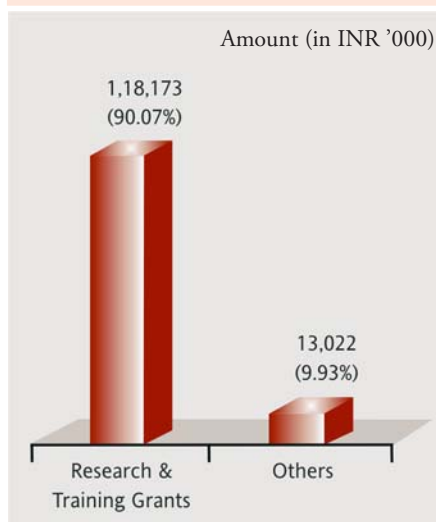| PreviousYear	Particulars	CurrentYear
Source of Funds		
92,500	Corpus Fund	1,28,250
62,608	Capital Fund	47,417
27,918	Specified Funds	9,869
1,83,026	**Total**	**1,85,536**
Application of Funds		
9,455	Fixed Assets	10,319
94,517	Investments	1,27,442
-	Sundry Receivable	35
82,638	Current Assets (A)	50,139
3,584	Current Liabilities (B)	2,399
79,054	Net Current Assets (A-B)	47,740
1,83,026	**Total**	**1,85,536**

Note: Extracted from Audited Statement of Accounts 2009-10

Statutory Auditors:
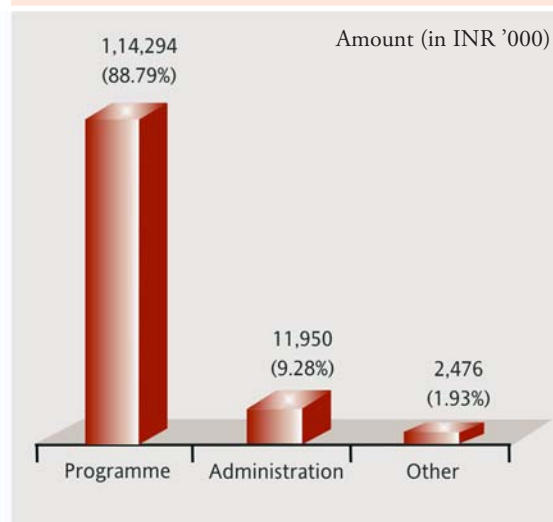
Charnalia, Bhatia & Gandhi
Chartered Accountants
New Delhi

Income Chart 2009-2010

Total Income Rs. 1,31,195

Amount (in INR '000)

1,18,173 (90.07%) — Research & Training Grants
13,022 (9.93%) — Others

Expenditure Chart 2009-2010

Total Expenditure Rs. 1,28,720

Amount (in INR '000)

1,14,294 (88.79%) — Programme
11,950 (9.28%) — Administration
2,476 (1.93%) — Other

Resource Providers

International Agencies

- Affiliated Network for Social Accountability in East Asia and the Pacific (ANSA-EAP)
- The Asia Foundation
- Calgary Board of Education, Canada
- Centre for Poverty Analysis (CEPA)
- CIVICUS - World Alliance for Citizen Participation
- Department for International Development (DFID), New Delhi
- DVV International (Institute for International Cooperation of the German Adult Education Association), Germany
- The Ford Foundation, New Delhi
- GTZ
- ICCO, The Netherlands
- Institute of Development Studies (IDS), UK
- International Labour Organisation (ILO)
- One World Action (OWA), UK
- Polis Institute, Brazil
- The Rockefeller Foundation, USA
- Swiss Agency for Development and Cooperation (SDC), New Delhi
- The World Bank
- UNDP
- UNFPA
- UNICEF

Government / Others

- CARE Bihar
- Commonwealth Youth Programme (CYP)
- Government of Chhattisgarh
- Institute of Rural Management Anand
- Ministry of Panchayati Raj (MoPR), Government of India
- Ministry of Urban Development (MoUD), Government of India
- NR Management Consultants India Pvt. Ltd
- Poverty & Human Development Monitoring Agency (PHDMA), Government of Orissa
- Women Power Connect (WPC)