PRIA is a civil society organisation, that undertakes development initiatives to positively impact the lives of the poor, marginalised and excluded sections of the society, by encouraging and enabling their participation in the processes of their governance. It strives for achievement of equity and justice, through a people centred approach, focusing on 'Citizens - their participation and inclusion, awareness and empowerment' and 'their democratic rights'.

PRIA recognises the value of people's knowledge, challenges traditional myths and concepts, raises awareness of people's rights and promotes experiential learning. It applies a multi-dimensional strategic approach to creating knowledge, training and capacity building of stakeholders, public education and policy advocacy and intervenes at various levels of the demand and the supply segments, to reach out locally, nationally and globally.

Operating under two broad themes - 'Reforming Governing Institutions and Civil Society Building', PRIA's people centred interventions aim at promoting active participation of the poor and marginalised in the effective utilization of resources through local governance. It engages itself in strengthening of Panchayati Raj Institutions and municipalities, promoting environmental and occupational health, facilitating a strong network of civil society organisations, promoting citizen leadership, monitoring policies and programmes of bilateral, multilateral and government agencies, to achieve an agenda of 'Governance Where People Matter.'

PRIA proactively involves and engages a range of stakeholders including academia, media, donors, civil society organisations, trade unions, private business and government agencies in its efforts and provides a platform for a multi-stakeholder development approach.

PRIA is an International Centre for learning and promotion of participation and democratic governance.
Contents

Chairperson’s Reflection 3
Overview 5
Elections and Grassroots Democracy 9
Policy Advocacy & Support 17
Engendering Civil Society 23
Citizens' Count 28
Neighbourhood Civic Associations 31
Participation, Citizenship and Governance 34
Supporting Learning on Governance 38
Generating Multiplier Impacts 46
Institutional Strengthening 48
Institutional Overview 52
Financial Summary 53
Governing Board 55
Key Resource Providers 55
Offices 56
PRIA Staff 57
Media Report 58
Chairperson's Reflections

Last year, I boldly made the assertions that the work of PRIA in the districts and the states, directly on the ground, will make a difference. I must say that this Annual Report clearly demonstrates the impact that PRIA's interventions are having on the ground. The long-term results from these impacts may take a few more years to materialise, but the trends are clear. Focusing on "Governance Where People Matter" is the essence of India's current predicament. India's economic dynamism is not matched in social and human development arenas; old mind-sets, archaic rules and procedures and paternalistic populist politics continue to keep these aspects of India's development stagnant. This can only change if the people — ordinary people — of this country are treated with respect and granted space and recognition to redefine what they can do themselves and what they need from the state — the citizen-centric governance. Only then the poor and the marginalised can also participate in the economic dynamism of the country that is emerging today. One of PRIA's immediate challenge is to create innovative and participatory monitoring strategies to study the long term impact of such interventions so that we can seek to scale such a process elsewhere as well.

While maintaining its work in the field, PRIA has also been able to influence national policies in relation to the strengthening of Panchayats during the year. It is now recognised as the centre of knowledge in the field of local governance. This is indeed very heartening. I hope this micro-macro balance continues to be maintained by PRIA in the coming years. For many years PRIA has demonstrated how theories emerge from the study of practice and undertaking practices that encourage this process at scale and studying it both deepens and strengthens the participatory approach that PRIA has continued to promote.

Last year, I referred to the process of internal restructuring that began a year ago; it was taken forward with due perseverance during the year. New ways of organising its work is beginning to show good results in terms of more efficient utilisation of its human and material resources. The process of restructuring is further leading to the launching of new initiatives in the field of continuing education and the offering of consultancy services in the coming period. These initiatives will need support from all its stakeholders, which I hope PRIA will receive from you all.

The Governing Board of PRIA has been actively engaged in advising the President and senior team on ways to move forward in these new directions. I would like to take this opportunity to thank all my colleagues on the Governing Board of PRIA for providing their professional advice and time voluntarily and readily, not just during the meetings of the Board, but also its different committees and task-forces. I feel proud to chair this Board, comprising such a dedicated and committed group of people.
In these changing and uncertain times, PRIA has to continue to maintain its relevance and focus; this is not easy when multiple demands are made on it by diverse group of stakeholders. PRIA’s restructuring was undertaken precisely for this reason and it can demonstrate its capacity to anticipate and strategise for changes in this milieu, thereby becoming a model for other civil society organisations in the country and elsewhere. These are challenging times for NGOs and emergence and recognition of such institutions of civil society as an integral part of democratic governance is a valuable development for PRIA and others.

Sheela Patel

May, 2005
Overview

It is with pleasure, satisfaction and hope that I offer this Annual Report of PRIA for the year April 2004 to March 2005. It has been another momentous year; the new strategic plan Governance Where People Matter adopted in April 2003 has now been implemented for the second year. The emerging results are for you to see.

A year ago, a new national coalition government was formed; it created a central Ministry of Panchayati Raj, for the first time. PRIA was called upon to play a major role in assisting this Ministry to conduct Seven National Roundtables of central and state governments to develop a national consensus on strengthening Panchayati Raj Institutions.

With the new central government in place, civil society lobbying on revision of guidelines for bilateral aid gathered further momentum; likewise, the Planning Commission restarted discussion on National Policy on the Voluntary Sector; Voluntary Action Network India (VANI) was revitalised during the year, and its annual general body meeting was hosted by PRIA’s partner in Bhopal—Samarthan.

The annual learning platform with the Swiss Agency for Development & Cooperation (SDC), our partner, focused upon deliberations on the theme of knowledge sharing; in addition, consultations began with SDC to develop a framework of effectiveness oriented reporting systems.

PRIA hosted a day-long field visit in Haryana for a group of Swedish Members of Parliament belonging to the Constitution Committee; in addition, a panel discussion on Civil Society Perspectives in the Indian Constitution was organised with some key members of the Indian Civil Society.

Partnership with Swedish International Development Agency (Sida) was further deepened with visits of governance advisors from Sweden and elaboration of support to PRIA’s new initiatives.

Prof Debiprasad Mishra (Institute of Rural Management, Anand) conducted an annual review (with Sida support) by visiting Chhattisgarh and Uttar Pradesh; his report acknowledges that overall implementation of the project activities is progressing as per plan, and that the project inputs are contributing effectively to the achievement of desired outputs and project objectives. There are some useful suggestions for making the programme delivery more effective, which are being incorporated in future planning.

The evolution of various aspects of the programme during the year has been presented in this report. Our coverage now spreads to 12 states, 26 districts and 25,000
panchayats and 37 municipalities; nearly 25,329 women leaders were actively supported; capacities of 5,140 citizen leaders were strengthened; 1,496 intermediary civil society organisations were oriented and enabled to engage with issues of governance. As I mentioned last year, more needs to be done with others to make a sustainable impact on these issues.

I had the privilege of spending a month at the University of Victoria (Faculty of Education) and another at Harvard University (Hauser Centre) as part of my mini sabbatical during the year; I am grateful to the Ford Foundation for making that possible.

PRIA restructuring and strengthening made considerable progress during the year; the report presents those outcomes. I want to specially acknowledge the commitment and support of the members of the Governing Board of PRIA throughout the year. Special thanks to my colleagues and PRIA partners for continuing the struggles for change with passion.

Thank you.

**Rajesh Tandon**

May, 2005
Framework of Intervention

MACRO: NATIONAL/GLOBAL FOCUS

MESO: STATE FOCUS
- State Govt./Political System/Industry Associations/Donors

MICRO: DISTRICT FOCUS
- PRI, Municipalities, Industry, District Administration
- Gram & Ward-sabha, Citizen Leaders, Community based organisations, Small Voluntary Organisations
- Platforms of Civil Society, Networks of Citizen Assoc, Networks of Locally Elected Reps.
- National Network of RSOs/Partners, Coalitions of Civil Society, Cross-Sectoral Platforms of TUs, media & academia
Programmatic Coverage

- PRIA
- PRIA and RSO (Regional Support Organisation)

State Resource Centre: 12
District Resource Centre: 26
Panchayat Resource Centre: 56
Urban Resource Centre: 37
Elections and Grassroots Democracy

One of the basic building blocks of democratic governance in any institution polity is the conduct of free and fair elections with universal franchise. Most local governments in countries around the world have adopted some form of an electoral system for electing representatives. The Indian Constitution, in Parts IX and IX-A, provides for regular and periodic elections every five years to all institutions of local self-governance—three tiers of panchayats and municipalities. Timely and fair elections to all these institutions, therefore, constitute the essential prerequisite for effective functioning of grassroots democracy.

It would appear that the largest democracy in the world, India, with more than five decades of experience in conducting elections, would be able to easily institutionalise the system for elections to panchayats and municipalities on the lines of parliamentary and assembly elections. PRIA’s experience suggested that there were many obstacles to such possibilities:

a) The terms and conditions of appointment of State Election Commissioners (SECs) as per the constitutional mandate, vary greatly across states; their powers and resources also vary considerably. The degree of judicial and functional autonomy exercised by the Election Commission of India (ECI) in conduct of parliamentary and legislative elections is far ahead of the reality of SECs.

b) The constitutional provision for reservation of offices at all tiers of panchayats and municipalities for women, tribals and scheduled caste candidates opens up opportunities for contesting elections by a large number of people belonging to poor and marginalised communities.

c) The task of elections is further complicated by the requirement of voting for four offices (in case of panchayats) simultaneously.

d) The public attention, through media and political parties, to elections at this level of governance has been rather negligible, thereby reducing the possibilities of public vigilance and scrutiny.

In recognition of the above challenge, PRIA (and partners) have been engaged in two major interventions during this year; the first is the civil society mobilisation for free and fair elections; the second is support to SECs in enabling them to perform their statutory responsibilities with autonomy and integrity.

Mobilising Society

Based on the experience of conducting Pre-Election Voters’ Awareness Campaign (PEVAC) for panchayats during the previous round of elections in 14 states during 2000-01, it was decided to enlarge and deepen this intervention during this round of elections in
2005-06. During the year, PEVAC was launched for panchayat elections in Rajasthan, Chhattisgarh, MP, Haryana and UP (where elections are still to be held). During this round of PEVAC, several elements were systematically operationalised:

1. The campaigns should begin 8-9 months before elections are due; this is essential to ensure registration of eligible voters, in particular women and those belonging to weaker sections.

2. Early launch of campaigns can help prepare new candidates from amongst women and weaker sections of society to consider contesting elections; in particular, contesting elections from those seats not reserved for them.

3. Formal and close collaboration with SECs should be established to give legitimacy to civil society actions in elections; this includes convening of joint meetings, joint publication of informational materials, and monitoring the election process.

4. Special considerations need to be made to enable women and other members of weaker sections of society to be able to contest elections without fear or “dummy”, get timely access to forms for filing nominations without harassment and bribery, and campaign for their candidatures in an open and fair manner.

5. A wide variety of media—folk, radio, television, pamphlets/posters, street theatres, songs, local and national newspapers and magazines etc—need to be utilised to generate widespread awareness among voters.

6. A broad, inclusive platform of civil society organisations needs to be built and supported for ensuring greater involvement and wider outreach.

An ambitious target of covering more than 50% of the electorate in these states was set. Table 1 below gives the coverage data in the states where elections have been held.

### Table 1: RURAL PEVAC COVERAGE

<table>
<thead>
<tr>
<th>States</th>
<th>Election Schedule</th>
<th>Districts Covered</th>
<th>GPs Covered</th>
<th>Percentage %</th>
<th>No. of CSOs in platforms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Madhya Pradesh</td>
<td>16, 19-23 Jan 2005</td>
<td>48 (48)</td>
<td>11836 (22029)</td>
<td>53%</td>
<td>250</td>
</tr>
<tr>
<td>Chhattisgarh</td>
<td>15, 20, 23 Jan 2005</td>
<td>16 (16)</td>
<td>4621 (9139)</td>
<td>51%</td>
<td>150</td>
</tr>
<tr>
<td>Rajasthan</td>
<td>29, 31 Jan-4 Feb 2005</td>
<td>32 (32)</td>
<td>3000 (9189)</td>
<td>33%</td>
<td>250</td>
</tr>
<tr>
<td>Haryana</td>
<td>3, 9 Apr 2005</td>
<td>19 (19)</td>
<td>3000 (6034)</td>
<td>50%</td>
<td>235</td>
</tr>
</tbody>
</table>

*Figures in parentheses indicate total no. of districts and Gram Panchayats.*
Voters List Updation in Madhya Pradesh

Gram Mographool is a Panchayat headquarters in District Sehore, Madhya Pradesh, located on the Bhopal-Indore highway. The village has a total population of 1280. Out of these 596 persons were voters, belonging to the Hindu and Muslim families. As the voter awareness campaign rolled on, Samarthan started conducting separate interactions with youth groups, self-help groups and members of the Gram Sabha on the whole process. These discussions with different community groups were held in separate mohallas. It was the time when voters’ list updation process was being initiated. It was decided that some key community representatives would take on the responsibility of identifying the citizens whose names need to be added and also those whose names have been entered wrongly, and thus need to be deleted. Armed with the information, these persons prepared a draft list. The special Gram Sabha, in which the prepared preliminary lists were to be made public, was organised on 7th August 2004. The village had a prepared list of 79 persons, 52 males and 27 females, whose names had to be added and 16 persons, 9 males and 7 females, whose names had to be deleted. As a follow-up the formats for addition and deletion of names were made available to the citizens. The final list had 45 new names added, the number was lower than estimated, the remaining were not able to attend, as the hearing was organised at a distant location.

State Level Civil Society Platforms

In Rajasthan the State Steering Committee (SSC) was formed for undertaking PEVAC for PRI election. The SSC consisted of The Hunger Project, Astha, CASA (Udaipur), SDC-PRISMO, UNNATI, Nehru Yuvak Kendra, ARAVALI and PRIA. Each organisation took the responsibility of a sub-region in the state.

In Chhattisgarh the State Level Steering Committee was constituted by the lead organisations identified from each cluster for undertaking PEVAC for PRI elections. They included Samarthan, Srijan Kendra, Lok Shakti, Vanvasi Chetna Ashram, Vasudha Mahila Manch and PRIA.

In addition, another network of various bilateral, multilateral international development organisations and national level development/resource organisations was facilitated in Chhattisgarh. This platform was called Resource Agencies’ Network (RAN). It consisted of the members from Action Aid, CARE, CRS, EDC/UNICEF, XIDAS, IGSSS, AFPRO, Centre for Environment Education, CARITAS, CASA, Samarthan and PRIA. The primary objective of this network was to ensure better coordination among various resource providing agencies in the state, in terms of coverage and mutual support for advocacy.

In Madhya Pradesh, in order to execute the campaign effectively, a consensus was reached to form Facilitation Committees at different levels viz. state, district and town. The committees were responsible to run and monitor the effectiveness of the campaign at the field level. They were also the bridge between the field and the state level committee presiding over the entire campaign, which in turn, was in constant touch with the office of the State Election Commissioner (SEC).
Partnership with Nehru Yuva Kendras in Haryana

In Haryana, Nehru Yuva Kendra Sangthan (NYKS) is the key partner on PEVAC. It was planned to cover around 2000 Gram Panchayats (GPs) through youth clubs formed by NYKS across the state. Besides regular meetings, interactions, and supply of necessary inputs on issues related to PEVAC, two comprehensive Training of Trainers (ToT) were organised (December 13-14, and December 16-17) in which around 60 trainers were trained on PEVAC. The participants included heads of VDOs, District Youth Coordinators of NYKS, Regional Coordinators NYKS, and active youth leaders of the youth clubs. During these ToTs perspective, objectives, coverage area and methodology of PEVAC were discussed. The members were also oriented on the election procedures and code of conduct. Special emphasis was given to 'do's and dont's' for the campaign workers, and a 'code of conduct' for the organisations engaged in the campaign.

Code of Conduct for Partners in PEVAC

1. Partners must ensure that during the campaign nothing must be intended to propagate a particular political, religious, gender or casteist ideology. PEVAC is meant to make voters aware about importance of participation in peaceful, participatory Panchayat elections to elect the most worthy candidates in free and fair elections. However, special emphasis must be given to ensure candidature and voting by Women, Dalits, Tribals and other weaker sections. No support to be provided for 'unanimous election' (we call it Manufactured Consensus), sponsored by the State Government.

2. Information being disseminated during the campaign must be 'authenticated, validated and recently updated'. Care should be taken in selecting materials and information so that they do not disrespect people's culture, tradition and practices. No information, howsoever important it is, should be disseminated which disturbs peace and cohesion of people in the area.

3. Individuals and organisations carrying out this campaign must strictly follow decent public and private behaviour. No alcoholism, no indecent behaviour at any place and at any time during the campaign. Socialising with individual candidates must be strictly avoided.

4. The code of conduct issued by the State Election Commission must be strictly followed in letter and spirit.

5. Shared objectives of PEVAC must be followed in letter and spirit. Responsibility must be assigned to a particular organisation to ensure that a code of conduct is strictly in force. Individuals and organisations not following the code of conduct must be disassociated immediately from the PEVAC.
Youth Mobilisation in UP

SSK have been involved in generating awareness towards upcoming panchayat elections since April '04. As an innovative initiative SSK launched a month long youth campaign under PEVAC named PAN CHAYAT MEIN YUVA. The campaign was organised to ensure participation of young men and women in panchayat elections. Major objective of the campaign was to sensitize and encourage rural youth to participate in panchayat elections as able leaders and conscious electorates. The campaign was carried out in 880 gram panchayats of 12 districts by 22 PRCs.

- 22 one-day block level inauguration workshop for environment building and sensitisation towards the cause were organised wherein 1924 people participated.
- 446 meetings with Gram Sabha members in intensive areas were conducted to involve young men and women in the campaign.
- Competitions/debates were organised over the issue in collaboration with degree colleges and other educational institutions in the area.

At 22 PRCs, 227 day long cluster level trainings were conducted with the aim to organise youth groups to work in the direction of enhancing functioning of panchayats. A total of 13,296 young people participated in the trainings.

While detailed impact assessments of PEVAC (being conducted by academic partners) is awaited, several changes have been noticed:

a) Voting percentages, specially by women and others from weaker sections, have gone up in campaign areas;

b) Many women and those belonging to weaker sections dared to contest from general seats;

c) The percentage of invalid votes cast has declined in campaign areas;

d) The unfair practices of intimidating candidates and voters or providing inducements (like cash, liquor, etc) to voters were kept in check in campaign areas;

e) Government officials involved in election process and local political elements became aware of the code of conduct, and remained alert to public scrutiny and vigilance.

PEVAC in Municipal Elections

For the first time, such a campaign was launched in urban areas during municipal elections. Following the above principles, platforms of civil society were mobilised for elections to urban local governance institutions in Chhattisgarh, Madhya Pradesh and Haryana (a limited area intervention was also made in Jhunjhunu in Rajasthan, where municipal elections are held by rotation every six months) - see table 2 for details of coverage.
Cable networks and NSS volunteers of local colleges became major allies in these campaigns. Dissemination of information to voters and candidates, as well as interface between candidates and voters were enabled in this manner.

**Mobilising Local Television**

The local cable network was engaged to cover the campaign. This was done in Rajnandgaon, Sarguja and Janjgir Champa districts of the state. PRIA-Rajnandgaon and Samarthan-Ambikapur had extensively used 'nukkad nataks' as a means to influence the voters. In Adbhar municipality, Pratyashi Se Mileyan (Community Candidate Interface), was telecast live by the local cable network. Similarly, Know Your Candidate programme was organised in Sakti Nagar palika with support of Nakarda Samaj Sevi Sanstha. The local cable network in Sakti Nagar palika also broadcast this programme.

**Advocacy in Jharkhand**

During May 04, just after parliamentary elections, PRIA and its partners in Jharkhand recognised the need to undertake prior preparation for the panchayat elections; however, there was also a realisation that the government was not giving importance to the election process. Many staff of the State Election Commission were withdrawn or their terms not extended. During June and July'04 meetings of Jharkhand Panchayati Raj Samanoy Samiti (JPRSS), a network of civil society organisations were organised. It was decided to set up a core group with different network members. Along with these organisations joint memorandum were prepared and submitted to the Governor. A meeting with the Governor was also held on the issue of panchayat elections. Subsequently, letters were sent to Jharkhand MPs, Central Minister for Jharkhand, all Jharkhand MLAs, Prime Minister, Panchayat Minister, President of India, President of Indian National Congress, BJP, etc.

On August 13, a Press Conference was held, in which all the network members were present. The demand for early Panchayat elections was reinforced. Media covered the issues involved regularly.

On October 1, a new State Election Commissioner joined and the SEC office became active after some months. In order to put pressure to hold PRI elections before the Assembly elections, JPRSS submitted memorandum to all leading political parties in the state to commit in their election manifesto that they will hold panchayat elections, and to explain this to the electorate in their campaign. Some parties clearly spelt this out in their manifesto.

After the Assembly Election (February 2005), the SEC was approached to collect the current status of elections and to initiate joint PEVAC. Till now, no sign of panchayat elections!
Engaging with State Election Commissions (SECs)

In the course of interactions with SECs during previous and current rounds of elections to panchayats and municipalities, it became clear that the office of SECs faced several constraints in performing their constitutional responsibility with integrity and autonomy. While collaboration for state level PEVACs was being worked out with concerned SECs, PRIA organised, with support from the Ministry of Panchayati Raj, Government of India, a two-day consultation with SECs from 12-13 October, 2004. A background analysis note, prepared by PRIA, served as the basis for discussions among SECs and other knowledgeable participants on the first day. The issues analysed were then presented to Shri Mani Shankar Aiyar, Hon’ble Minister of Panchayati Raj on the second day. Some of these issues are:

- Electoral rolls: the need to avoid wastage and duplication in the preparation of electoral rolls, separately by the Election Commission of India and State Election Commissions, and to provide for complementarities given the different institutional requirements. The SECs have suggested
  a. the adoption of uniform procedure by all states in respect of preparation of electoral rolls on the basis of the exercise taken by the ECI;
  b. the ECI be consulted so that the electoral rolls provide for ward, street and house numbers for easy adaptation to local body elections;
  c. the ECIs electoral rolls be computerised in order to generate ward wise electoral rolls by SECs;
  d. the Representation of Peoples' Act be amended to achieve objectives 'b' and 'c' above

- The need for the Ministry of Panchayati Raj to formulate a centrally sponsored scheme to directly fund the SECs, this would enable SECs to meet staff and election expenditure and retain autonomy in their functioning.

- The Union Government may consider enacting a law similar to the one that governs the conditions of service of the CEC and other Election.

### Table 2: Urban PEVAC Coverage

<table>
<thead>
<tr>
<th>States</th>
<th>Municipalities where elections held</th>
<th>Coverage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Madhya Pradesh</td>
<td>305</td>
<td>36</td>
</tr>
<tr>
<td>Chhattisgarh</td>
<td>106</td>
<td>47</td>
</tr>
<tr>
<td>Rajasthan</td>
<td>45</td>
<td>3</td>
</tr>
<tr>
<td>Haryana</td>
<td>47</td>
<td>11</td>
</tr>
</tbody>
</table>

**PRIA organised, with support from the Ministry of Panchayati Raj, Government of India, a two-day consultation with SECs in October 2004.**

**SECs meeting, New Delhi**
Commissioners, for bringing about uniformity with respect to State Election Commissioners.

- The need to persuade state governments to amend the laws, wherever necessary, to use Electronic Voting Machines (EVMs) in local government elections and to provide funds for the purchase of EVMs.
- Pursuing with the ECI a review of its decision so as to enable the ECI to make available the EVMs for elections to local governments, as before.
- Given the constitutional mandate to the SECs to conduct the elections in time, it is essential that the power to notify the dates of elections be vested in the SECs.

There is a need to continue monitoring the process of strengthening of SECs, even when no elections are being held.
Engaging National & State Governments

An integral part of PRIA's programmatic strategy has been to influence governments in support of policies, and their practical implementations, which deepen citizen participation in governance. This engagement is carried out with strategic considerations, based on emerging opportunities in the political milieu. With the formation of a new national government in Delhi in May 2004, a national MOPR was constituted for the first time, nearly ten years after the state governments gave legal shape to panchayats and municipalities. This created a new opportunity for addressing policy issues at the national level. Following the convening of a meeting of all Chief Ministers of state governments at June 2004 end, the Hon'ble Prime Minister of India Dr. Manmohan Singh, urged the states to evolve a consensus on strengthening panchayats as primary vehicles for overseeing all programmes related to poverty alleviation and rural development in future. In response, the Hon'ble Minister of Panchayati Raj announced seven National Roundtables of state ministers/secretaries responsible for PRIs on different themes, as below:

**Round Table Conferences:**

<table>
<thead>
<tr>
<th>Location</th>
<th>Date</th>
<th>Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kolkata</td>
<td>24 - 25 July, 04</td>
<td>Devolution and Empowerment of Gram Sabha</td>
</tr>
<tr>
<td>Mysore</td>
<td>28 - 29 August, 04</td>
<td>Planning and Rural Business Hubs</td>
</tr>
<tr>
<td>Raipur</td>
<td>23 - 24 September, 04</td>
<td>Reservations</td>
</tr>
<tr>
<td>Chandigarh</td>
<td>7 - 8 October, 04</td>
<td>Jurisprudence and Union Territories</td>
</tr>
<tr>
<td>Srinagar</td>
<td>28 - 29 October, 04</td>
<td>State of the Panchayats</td>
</tr>
<tr>
<td>Guwahati</td>
<td>27 - 28 November, 04</td>
<td>Elections and Audit</td>
</tr>
<tr>
<td>Jaipur</td>
<td>17 - 19 December, 04</td>
<td>IT in PRI Governance and Capacity Building</td>
</tr>
</tbody>
</table>

The Minister of Panchayati Raj, Government of India, invited a few civil society organisations to assist in preparing for these Roundtables; PRIA was specifically asked to collect, collate and systematise data about the existing realities in different states with respect to:

- devolution of functions, funds and functionaries
- status of DPCs and micro-planning
- status of implementation of PESA (legislation focusing on special provisions for scheduled areas, predominantly inhabited by tribals)
status of implementation of reservation provisions for women and scheduled castes
- status of devolution in Union Territories
- status of elections
- capacity building of panchayat system

With support from State Resource Centres and key partners, such data was gathered and presented as background documents before the relevant Roundtables. Such data was also compiled in CDs and disseminated widely to governments, donors and civil society organisations.

Several important outcomes can be seen from this process of engagement in Roundtables:

a) The expertise and professionalism of PRIA was established in the eyes of the national and state governments;

b) Positive and productive relations have been established with concerned officials in many states;

c) Access to data from states has become feasible;

d) Sharing of resolutions with other stakeholders has enabled wider interest in strengthening panchayats;

e) A significant number of consensus resolutions generated through these National Roundtables, have been influenced by the experiences and perspectives of PRIA.

Following the second Roundtable, Ministry of Panchayati Raj (MOPR) requested all states to complete detailed Activity Mapping of devolution between different tiers of Panchayati Raj Institutions by March 31, 2005. In addition, PRIA was asked by MOPR to assist state governments in this regard. This support for Activity Mapping has now been extended by PRIA/partners to several state governments—Andhra Pradesh, Bihar, Chhattisgarh, Madhya Pradesh, Rajasthan, Haryana, Punjab, Himachal Pradesh, Uttar Pradesh, Uttaranchal, etc. The progress is uneven, but regular monitoring and support from MOPR has helped move the process forward.

In order to take this understanding of consensus resolutions forward, special consultations were convened in several states, with active involvement of elected representatives of all three tiers of PRIs, civil society organisations, state government and national government (see table 3 below). These consultations have helped build a broader ownership of these agreements for strengthening PRIs, as well as generated momentum at state level among civil society and panchayats to further the implementation of these agreements on the ground.
### Table 3: Sharing Roundtable Resolutions

<table>
<thead>
<tr>
<th>State</th>
<th>Date/Place</th>
<th>No. of Participants</th>
<th>Participants</th>
<th>Follow-up</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andhra Pradesh</td>
<td>22, Dec. 04, Hyderabad</td>
<td>40</td>
<td>Commissioner, PR, Govt of AP Commissioner, APARD, Govt of AP CSOs, Academicians, Media Representatives</td>
<td>SRC Hyderabad</td>
</tr>
<tr>
<td>Chhattisgarh</td>
<td>17, Feb. 05, Raipur</td>
<td>60</td>
<td>Hon’ble Minister of Panchayati Raj, Govt of Chhattisgarh Director, PR, Government of Chhattisgarh CSOs</td>
<td>SRC Raipur</td>
</tr>
<tr>
<td>Gujarat</td>
<td>6-7, Feb. 05, Ahmedabad</td>
<td>200</td>
<td>Adl. Secretary, Ministry of PR, Govt of India Commissioner, PR, Govt of Gujarat CSOs</td>
<td>UNNATI</td>
</tr>
<tr>
<td>Himachal Pradesh</td>
<td>27, Dec. 04, Shimla, HIPA</td>
<td>80</td>
<td>Secretary, PR, Govt of HP Deputy Director, PR, Govt of HP Elected Representatives CSOs, Academicians, Media Representatives</td>
<td>SRC Shimla</td>
</tr>
<tr>
<td>Madhya Pradesh</td>
<td>4, March 05, Bhopal</td>
<td>100</td>
<td>CSOs, Media Representatives</td>
<td>Samarthan</td>
</tr>
<tr>
<td>Orissa</td>
<td>5, March 05, Bhubaneswar</td>
<td>200</td>
<td>Hon’ble Chief Minister, Minister for PR, Govt of Orissa Secretaries of various Departments, CSOs, Academicians, Media Representatives, Elected Representatives</td>
<td>CYSD</td>
</tr>
<tr>
<td>Uttar Pradesh</td>
<td>28, Dec. 04, Lucknow</td>
<td>22</td>
<td>Jt. Secretary, MORD, Govt of India CSOs</td>
<td>SSK</td>
</tr>
<tr>
<td></td>
<td>8, Feb. 05, Banaras</td>
<td>35</td>
<td>CSOs, Academicians</td>
<td></td>
</tr>
</tbody>
</table>
Partnerships with State Governments

In order to advance the overall mission of PRIA, concrete opportunities are seized to develop purposive partnerships with state governments. Such partnerships help shape policies, as well as enable operationalisation of existing policies and legislations. While more than 72 such joint events were organised in partnership with district, state and national governments during the year, some major highlights are described below in some detail.

Joint Action on Flood Relief in Bihar

As before, northern districts of Bihar were flooded after the monsoons. PRIA partner, CENCORED, immediately mobilised all local civil society organisations, elected panchayat and municipal leaders, and citizens collectives to participate in providing relief to the affected in the districts of Madhubani, Muzaffarpur, Khagaria. The government relief machinery was contacted, and private providers of relief were assisted to channel their assistance through local elected representatives and community based organisations. Such a formal role for panchayats and municipalities was ensured in flood relief for the first time in Bihar. Such arrangements resulted in ensuring that relief materials reached the really needy in remote areas, and that pilferage and wastage (such commonplace occurrences in all relief operations in the country) was avoided. More than 200 elected representatives were associated in this operation during the months of July and August 2004; more than 1800 families in 3 districts benefited from this partnership.

Panchayat Resource Centres in Rajasthan

Over the past several years, PRIA and its partners have been operating block-level Panchayat Resource Centres for providing ongoing support to elected representatives (specially women and weaker sections) through information, training, networking, etc. PRIA convened a multi-stakeholder dialogue in Jaipur on 8th June, 2004, to help develop an agenda for action to strengthen local self-government and enable women's participation in local government decision-making processes. The participants included a cross section of civil society organisations in Rajasthan, representatives from academia and media as well as senior officials from the Union Government and the Government of Rajasthan. One of the action points emerging from the Consultation was the need to promote Panchayat Resource Centres in at least one hundred blocks in Rajasthan by end March 2005. As a follow-up, PRIA and Unnati held a series of meetings with the Government of Rajasthan and exchanged information on how Panchayat Resource Centres have been designed and how they function across various states where PRIA and its partners have undertaken the programme to strengthen local self-governance.
PRIA has shared the process with other agencies (CARE, PRISMO, The Hunger Project) as well as with other civil society organisations engaged in Rajasthan. The results of the engagement on this issue are coming to fruition: very recently, Department of Rural Development and Panchayati Raj, Government of Rajasthan has come to an agreement that PRCs would be established in 42 DPIP blocks and 13 blocks under UNDP programme of assistance. The Hon’ble Minister of Panchayati Raj, Government of Rajasthan, made this formal announcement in Jaipur at the time of the last Roundtable Conference on December 18, 2004.

**Orientation to All Elected Panchayat Representatives in Uttaranchal**

Following PEVAC in Uttaranchal, PRIA and HARC (its partner in Uttaranchal) jointly organised a day-long consultation in September 2003. Attended by the Hon’ble Minister of Panchayati Raj, Government of Uttaranchal and senior officials from Government of India and Government of Uttaranchal, besides civil society organisations and academics, it was then decided to organise Panchayati Raj Jagruktha Abhiyan (PRJA) - initial orientation of all 54,000 elected representatives of PRIs in the state immediately.

In June 2004, Uttaranchal Govt. started this process by preparing a team of master trainers who will give further training to the panchayat representatives. The Uttaranchal Institute trained a large number of government officials for Rural Development (UIRD). Apart from government officials, 15 participants from voluntary development organisations (VDOs) were also trained by UIRD. The first phase of the training programme was conducted for Zila Parishad representatives and block Pramukhs. From the learning and experiences of the first phase training programme, the Department of Panchayati Raj felt it necessary to make some important changes in the approach and mode of training delivery. It planned to reorganise the manuals and methods of trainings for all gram pradhans and ward members and Kshetra panchayat members. Looking at the wide range of experiences and expertise of PRIA partner Himalayan Action Research Centre (HARC) Dehradun, in this field, Department of Panchayati Raj approached HARC to provide its services as a resource agency for developing the training material and conducting one day district level orientation of master trainers in all 13 districts of Uttaranchal. After several rounds of meetings and discussions at the level of Principal Secretary Rural Development, Secretary Rural Development and Directorate Panchayati Raj Uttaranchal, capacity building of elected representatives was conducted jointly with the Government of Uttaranchal. During December 2004 to March 2005, nearly 80% of all elected representatives were given a two-day orientation in a cluster approach by 122 joint training teams comprising one government official and one civil society organisation staff. Through this partnership, full coverage could be ensured in Uttaranchal.

**Capacity Building of Municipal Councillors and Mayors in Chhattisgarh**

During the past five years of PRIA's interventions in reforming urban governance, the capacity building of elected representatives has been a major area of difficulty and
frustration. So, after the recent round of municipal elections in the state, the opportunity to undertake such a comprehensive capacity building intervention to cover all elected councillors, mayors and executive officers of municipalities in Chhattisgarh was explored in partnership with the state government. Working closely with the Secretary, Urban Development and other local experts, PRIA developed a training manual, with relevant legal and administrative provisions, for elected representatives, mayors and municipal officers.

To launch this initiative, a day-long workshop was organised by PRIA in Raipur on February 26, 2005, in collaboration with Department of Urban Development, Government of Chhattisgarh. The Conference was inaugurated by the Hon’ble Chief Minister of the state and addressed by the Hon’ble Minister for Urban Development and Finance. The Training Manual was formally released by the Chief Minister. All presidents and mayors from all 110 municipalities of the state attended this orientation. In addition, municipal officers from nearly 70 urban locations and 80 civil society organisation staff participated in this event. Now, systematic capacity building of all elected representatives and mayors is being conducted in the state.
Engendering Civil Society

With growing attention to issues of gender justice in human development, PRIA has made an effort to make civil society itself gender sensitive and fair, over the years. The programme of gender mainstreaming institutionally was carried forward in several ways during the year.

Internal Sensitisation

a) Gender mainstreaming in PRIA consists of several ongoing activities. All new staff in PRIA are given a proper orientation to issues of gender, sexual harassment and institutional policies and arrangements. Two such workshops were conducted in August and November 2004 for 39 new staff.

b) In addition, gender sensitisation of all PRIA staff is regularly organised; during the year, three such structured events were held for staff based in Delhi — topics included Body Language, Portrayal of Gender in Media, and Female Foeticide.

c) Similar sensitisation events have been organised at state level with gender focal points taking the lead. A case of sexual harassment was dealt with as per PRIA policy during a workshop in one of the states.

Support to Partners

a) Gender Audits were conducted for institutional mainstreaming with three partners — Himalayan Action Research Centre (HARC), Dehradun; Lok Jagriti Kendra (LJK), Madhupur; Parivartan, Chiplun.

b) Support to partners in furthering their gender mainstreaming efforts was extended. SSK in UP was assisted in conducting two such workshops for their partners during December 2004. CENCORED in Bihar was assisted in the same for two workshops, which included learning about HIV/AIDS too.

c) A two-day capacity building workshop was conducted for 14 gender focal points for the partners to learn to undertake gender audits with other civil society organisations in the field.

As a result of these ongoing efforts over the years, the staff in the network of organisations involved in undertaking these joint programmes have remained sensitive to gender issues; sexual harassment has declined radically; internal mechanisms (like CGAMP in PRIA) are functioning effectively and regularly in all locations and organisations; there is a constant attempt to align institutional policies and systems to the principles of gender equality at the work place; more than 30 (in addition to the 10 organisations in PRIA’s programme network) other field based organisations have
benefited in receiving support for gender mainstreaming institutionally. “Gender on the Agenda”, a new PRIA manual further supports these initiatives.

Engendering Society Itself

Gender sensitisation and justice agenda has to be taken to the society at large; women's status in the family and community continues to be low; women face sexual harassment at home, on the street, in offices, in panchayats, in colleges, everywhere; discrimination against women is structurally rooted and widespread in India. Hence, it is necessary to take the gender mainstreaming agenda beyond a few voluntary development organisations (like PRIA and its partners). Towards this end, some interesting efforts were made during this past year; a sampling of these are presented here.

1. Women Cell Coordinators in Haryana Colleges

The Department of Higher Secondary Education, Government of Haryana, has created Women Cells in all colleges of the state. PRIA assisted in conducting four gender sensitisation programmes for the women’s cell coordinators. 140 lecturers/women's cell coordinators from 95 colleges in the 19 districts of the state were sensitised on the issues of female foeticide and declining sex ratio in the state, discrimination against the girl child, and sexual harassment, etc. Each coordinator developed an action plan for the work of the Women’s Cell. As a follow-up to this effort, plans are afoot to deepen this intervention among the teachers and students of Haryana.

2. Learning about Gender in Local Governance

Systematic documentation of actual reality, from a gender lens, of panchayats and municipalities has largely focused on women’s leadership. PRIA conducted a study on mainstreaming gender in local governance institutions in five states — Andhra Pradesh, Rajasthan, Haryana, Chhattisgarh and Uttaranchal. Among the main findings, some were really interesting:

- while women elected representatives themselves felt not very effective, community and government officials thought otherwise;
- family support in understanding the role and physical mobility is crucial;
- support from local SHGs/women’s groups significantly improves performance of women elected representatives;
- men colleagues know that women are here to stay, but do not know how to deal with them;
- abusive language by men is a major demotivator in public domain.

Interestingly, several papers and studies were shared on related aspects of gender in panchayats during the Varanasi Conference on "Participation, Learning and Social Transformation"(February 2005). Several of these papers are beginning to explore the question of institutional and policy arrangements needed to promote gender justice in governance institutions. While sensitisation, awareness raising and attitudinal change are necessary ingredients towards this goal, more formal and structural changes may also be needed to sustain gender justice in panchayats and municipalities. Learning from these studies suggests that men need to be made responsible for gender justice
in local governance; the burden of it cannot be left on the shoulders of women elected representatives.

### 3. Celebrating Women in Governance

This was the second year when local level celebrations were held to make women’s leadership in governance publicly visible. Coinciding with the period of International Women's Day, such celebrations were organised in all field locations where this programme has been functioning. Table 4 shows the locations and dates of these 64 events where more than 24,000 women took part. They shared their stories, sang and danced, debated their concerns and engaged government officials and experts in dialogue. While women themselves travelled long distances to participate in these events, men of those localities and district administration did realize the growing voice and leadership of women in governance.

**Table 4: List of events organised on the occasion of International Women's Day, 2005**

<table>
<thead>
<tr>
<th>State</th>
<th>Place</th>
<th>Date</th>
<th>Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>AP</td>
<td>Mehboobnagar</td>
<td>4th March</td>
<td>Women’s Day: Women’s socio-economic and political participation.</td>
</tr>
<tr>
<td></td>
<td>Anantpur</td>
<td>11th March</td>
<td>• Roles and Rights of Elected Women Representatives of PRIs, and Gram Sabha.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Trafficking of women and girl children &amp; sex workers</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Domestic violence/and all types of violence against women</td>
</tr>
<tr>
<td></td>
<td>Vizag</td>
<td>7th March</td>
<td>Sharing of study on Women’s Leadership in Local Self-Governance — constraints and facilitating factors</td>
</tr>
<tr>
<td>Bihar</td>
<td>Muzaffarpur</td>
<td>12th March</td>
<td>Women's Day</td>
</tr>
<tr>
<td></td>
<td>Madhubani</td>
<td>11th March</td>
<td>Stathaniya Swashasan mein mahilaon ki bhagidari</td>
</tr>
<tr>
<td>Chhattisgarh</td>
<td>Rajnandgaon</td>
<td>6th March</td>
<td>Mahila Sashaktikaran - Prayas avam prabhav - Ek Paricharcha (Strengthening Women’s Leadership)</td>
</tr>
</tbody>
</table>

**SHG training programme, Madhubani, Bihar**

**Women's Day Celebrations, Champawat, Uttarakhand**
### Gujarat (Unnati and PRIA)
- **Around 3000 participants**
  - Daskui, Ahmedabad: 2nd March
  - Dhulka, Ahmedabad: 2nd March
  - Kumarkham, Veeramgam, Ahmedabad: 4th March
  - Veeramgam Town: 4th March
  - Idar Block: 5th March
  - Dhulka Town, Ahmedabad: 8th March
  - Madosa Town: 10th March
  - Dhulka, Ahmedabad: 12th March
  - Daskui, Ahmedabad: 12th March
  - Khedbaramha Sabarkantha: 14th March
  - Khedbaramha, Sabarkanta: 14th March
  - Madosa and Bhiloda Blocks: 10th March

### Haryana (PRIA)
- **About 750 participants**
  - Ateli PRC-Mahendragarh: 3rd March
  - Narnaul (Mahendragarh district level): 4th March
  - PRC-Mahendragarh: 5th March
  - Nangalchoudhary block, Mahendragarh: 7th March
  - Alisadar GP, Fatehabad: 4th March
  - Fatehabad district level: 12th March

### Haryana (PRIA)
- **About 750 participants**
  - Nangalchoudhary block, Mahendragarh: 7th March
  - Alisadar GP, Fatehabad: 4th March
  - Fatehabad district level: 12th March

### Haryana (PRIA)
- **875 participants**
  - SRC-Shimla (PRIA + state commission for women): 9th March
  - Hamirpur: 13th March

### Jharkhand (PRIA and LJK)
- **2701 participants**
  - Madhupur: 15-16 March
  - Durio Village, Littipara, Pakur: 8th March
  - Bandhili village-Littipara Pakur: 14th March
  - Narayanpur, Jamtara: 11th March
  - Jamtara: 13th March

---

Women's Day!

Bhawai, a local Gujarati folk theatre was used to highlight women's work and issues of female foeticide, violence against women. It also generated awareness on women in PRIs- how to use this opportunity for fighting against discrimination.

* Bhawai was not used in these locations

---

**International Women's Day Celebrations at M. Nagar, AP**
| Kerala (Sahayi, PRIA, WORDs, AWAMIGA and other VOs) | Kollam | 1st March | Specific issues related to women in disaster situations. |
| | Ernakulam | 3rd March | Empowering women for strengthening Local Self Governance Institutions (LSGIs) - opportunities and challenges |
| | Pulpally in Wayanad | 4th March | |
| | Calicut | 5th March | |
| | Cherthala in Alappuzha | 6th March | |
| | Kasargod | 8th March | |
| MP (Samarthan and PRIA) | Sehore | 5th March | Assessment of Capacity Building (CB) needs of women newly Elected Representatives (ERs) |
| | Panna-Ajaygarh | 1st March | Same + Right to Information |
| Rajasthan (PRIA, SSD and SRKPS) | Karauli | 7th March | Mahila Sammelan on Women’s Day |
| | Jhunjhunu | 8th March | Block Level Mahila Sammelan |
| UP (SSK, PRIA and Partners) | Sitapur | 7,12-13 March | Role of Women in Panchayats and their participation in upcoming panchayat elections. |
| | Mirzapur | 5, 12 March | |
| | Banda | 12,15 March | |
| | Pratapgarh | 10,11,22 March | |
| | Pratapgarh | 22nd March District Level | |
| | Unnao | 12 March | |
| | Mau | 13, 15, 23 March | |
| | Gazipur | 14th March | |
| | Jhansi | 15th March | |
| | Maharajganj | 11-14 March | |
| | Kanpur | 12 March | |
| | Bahraich | 11-15 March | |
| | Raibarelli | 14 March | |
| Uttaranchal (PRIA, HARC and Partners) | Barakot PRC | 12th March | Health of women |
| | Tanakpur PRC-1 day event village level in 6 GPs | 5-15th March | Mahila Sammelan- Panchayat level Melas |
| | Yamkeshwar PRC | 10th March | Mahila Diwas |
| | Khatima PRC | 8th March | Mahila Diwas |
| | Kathgodam | 18-20 Feb. | Mahila Sammelan |
| | Champawat | 10th March | Sharing of study-constraints and facilitating factors + discussion on issues of local relevance |
| | Gopeshwar-Dasholi | 5th March | Women’s Leadership in Panchayats and women’s access to development schemes |
| | Joshimath | 10th March | |

- Total Number of Events- 64
- Total Number of Participants- 24045.
Citizens' Count

Registering Birth & Death

How do we know how many people are living in a village or city or country? They are counted — head to head. How does a person provide evidence of his/her existence? Silly question, one would think? But a birth certificate, provided by an appropriate authority, is formal evidence of citizenship, recognition of existence in a given habitat. This citizen identity card, of being born on a particular date in a particular place, is not so commonly available in many countries, particularly India. The Civil Registration System, a department in the Office of Census of India, estimates that a third of the total births in the country remained un-registered in 2004; less than 60% deaths were registered during that year; the birth registration figures fell below one-third in states like Assam, Bihar and Jharkhand. And why is it so? The usual culprits: lack of awareness/information, and bureaucratic procedures.

This area of intervention gathered momentum during this year; in 12 Urban Resource Centres in 5 states, systematic efforts were made to make the municipal governing system fulfil its constitutional mandate in this respect, at least — provide birth certificates to its citizens. Table 5 shows the coverage. As can be seen from it, interventions were needed to make people aware of the importance of registering births and deaths. In most local situations, the municipal authorities did not have any data about the extent of unregistered births and deaths. So, the first intervention, typically, was a data-collection exercise to demonstrate the enormity of the problem itself. Mobilising local people (students, members of citizen committees, youth groups, etc) to collect data and sharing the analysis with community and officials were the basic steps taken by the intervention.

Table 5: Campaign coverage of Birth/Death Registration

<table>
<thead>
<tr>
<th>State</th>
<th>Urban Resource Centre</th>
<th>Numbers Registered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andhra Pradesh</td>
<td>Anakapalli</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td>Mehboobnagar</td>
<td>55</td>
</tr>
<tr>
<td>Bihar</td>
<td>Madhubani</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Motipur and Kanti</td>
<td>147</td>
</tr>
<tr>
<td>Haryana</td>
<td>Narnaul</td>
<td>53</td>
</tr>
<tr>
<td></td>
<td>Mahendragarh</td>
<td>112</td>
</tr>
<tr>
<td></td>
<td>Fatehabad</td>
<td>208</td>
</tr>
<tr>
<td>Uttaranchal</td>
<td>Gopeshwar</td>
<td>600</td>
</tr>
</tbody>
</table>
This Participatory Research approach towards analysing reality generated both demand from the community and response from the officials.

**Mobilising Students**

Ward 4 is one of the most backward areas in Fatehabad municipal council (Haryana). Available secondary data projected this area with least registrations. Hence, it was decided that a household survey should be undertaken to capture the present picture relating to registration.

NSS students of the M.M. College were selected for undertaking the survey. A structured questionnaire was prepared to capture the details relating to birth of all the members between 0-20 years of age.

Orientation was given to all the NSS workers explaining the details of the questionnaire. Information about the purpose of the survey was disseminated among the community through different means before undertaking the operation. Such action facilitated the process for undertaking the survey. The survey was conducted in 4 days covering 620 households.

Findings of the sources were shared with the concerned officials of the municipality.

As a result of the survey, the government officials were persuaded to organise a spot registration camp in that particular ward. Finally a one-day camp was organised on 24 February, 2005 and 208 new forms were filled (a 30% increase)!

Awareness raising efforts were carried out to inform and motivate the community in general, and parents in particular, to get their children’s birth registered with the appropriate authorities. A wide variety of methods were used towards this end — street theatre, posters, handbills, public rallies, songs, slogans, etc.

**Involving School Children**

Mobilising the school children to be a part of a public rally has been a very attractive and effective strategy to draw attention. After sharing the start line of the survey findings with the school teachers and by taking them into confidence, the children were mobilised to be a part of the rally. Slogans and songs were prepared and sung by the students to draw the attention of the public.

Slogans like "MAA PUTUKANU NAMODU CHEINCHANDI - MAA ABIVRUDIKI THODPADANDI"; "JANANA, MARANA NAMODU - DESANIKI ENTHOMELU"; "NAKILI OTLANU ARIKATTALANTE - MARANALANU NAMODU CHEINCHALI"; "JANANA NAMODU - MAKU ENTHOMELU" attracted the attention of the people. In the rally, about 350 school children of the Government UP School and Bridge School participated generating a lot of curiosity. The rally was organised on 28 January, 2005 in Ward number 23 of Mehboobnagar Municipality in Andhra Pradesh.
**Nukkad Nataks for Mobilisation**

A fascinating Nukkad-Jathha was carried out in every ward of Lohaghat and Champawat municipalities in the state of Uttaranchal. It was conducted with the support of elected representatives and the citizen leaders so that a large number of viewers could be ensured. A jeep with a banner, speaker and mike was arranged for the Nukkad Jathha. In each ward, the artists performed the street plays depicting the importance of birth and death registration. It was in the local language Kumaoni. The IEC materials on Birth and Death registration were also distributed on that occasion. After watching the Nukkad Natak, several people came and asked the staff members accompanying the artists about the process of birth and death registration. Further, the local folk song "PUSHPA PEHLI BAR HAMARE CHEL BHAYOO HO HO, OH PANJIKARAN KARAILOO" during Nukkad Jathha fetched a good response. The municipality staff hence reported sudden increase in registration.

The lack of information and understanding about the procedure for registration among concerned government officials also needed to be dealt with. As shown in the box, in-service training of concerned officials for performing their job, on the basis of a booklet prepared by the government, had to be accomplished by PRIA.

**Capacity Building of Government Officials**

While preparing the data base on the state specific rules and proceedings on birth and death registration in Uttaranchal, a booklet for registration was found, known as JANMA AVAM MRITYU PANJIKARAN NIYAMAVALI 2003. It is mandatory to keep a copy of the updated rules and regulations with the district registrar, assistant registrar and other issuing authorities. However, during the intervention in the Champawat municipality to draw out the process of registration, it was found that the concerned authorities were not even aware of the Niyamavali 2003. A copy of the Niyamavali 2003 was shared with the officials. A half-day meeting was arranged with the Sub-Divisional Magistrate and the executive officers of Champawat and Lohaghat municipality to orient them on the Niyamavali.

Thus several additional "reforms" had to be innovated in order to enable the citizens, particularly those belonging to the poor and marginalised households, to be able to get the births and deaths registered, and certificates obtained from the concerned authorities:

- Spot registration camps were organised in Gopeshwar (Uttaranchal) and Bheemli (AP); in Gopeshwar, on the day of the camp, the municipal office did not open; so, people demanded that officials sit in the open and complete the formalities.
- Acquiring registration forms from the municipality can be a cumbersome process; decentralised distribution at the doorstep was made in Madhubani (Bihar).
- As per the rule, one stamp paper is used for registering each child; it is expensive and cumbersome for a family with several children; Gopeshwar municipal officials were persuaded to accept names of all children of a family on one stamp paper itself.
- To ensure that all parents register the names of all new-born babies, a youth volunteer was assigned to monitor it in each neighbourhood of Muzaffarpur (Bihar).
Neighbourhood Civic Associations

Health for All

Most medium and small towns in the country have grown rapidly over the last decade; new migrants have added to the growing pressure on delivery of basic services in these towns. In fact, despite the constitutional mandate, most such municipal governance institutions lack capacity, resources and motivation to provide for even the basic services of sanitation and water. Garbage disposal (now called solid waste management) is nobody’s responsibility, once it is thrown out of the house, office or shop. But it affects every one's health and pollutes whatever source of drinking water may exist in that neighbourhood.

Due to the haphazard and unplanned growth of these towns, planning for basic services has not taken place at all in such towns. To mobilise citizens to act in some concerted collective fashion, civic associations in different neighbourhoods have been formed, variously called Mohalla Samitis, Nagarik Parishad etc. through PRIA's interventions. These are variously called Mohalla Samitis, Nagarik Parishad, etc. Map 1 below shows the numbers and locations of such civic associations in the country.

Map 1: State-wise Formation of Mohalla Samitis
These associations comprised 15-30 persons from a Mohalla (neighbourhood); typically, it is a much smaller area than the electoral ward; interested citizens get together, after some facilitation, and identify one or two priority areas for action; through their collective efforts, they are able to mobilise other residents and influence elected councillors and municipal officials to work together to address that issue. Sanitation has been a common issue in all locations, though some additional agendas have also been taken up by these civic associations.

Building and nurturing such civic associations appears to be a relevant strategy in building citizens’ voice in such small and medium towns in the country. Such civic associations may remain informal for a while, but working together to address local problems like sanitation and water in their neighbourhoods can be an effective manner to bring pressure on the elected councillors and municipal officials. These towns suggest the need for identifying and supporting local civic leaderships towards such collective actions.

Sanitation Committee at Anakapalli

Sanitation remained one of the nagging problems for the residents of the town of Anakapalli in Andhra Pradesh. The ward 22 was experiencing very acute unhygienic conditions, which were not addressed over the years though there were efforts made by individual residents to address this at their level. During monsoons, water overflowed from open (blocked) drains, onto the roads and in houses, creating difficult conditions to walk and live. At the heart of the ward there were huge stinking and smoking garbage dumps. A survey of public opinion and an expressed interest of the community and the caste leaders was the starting point of the sanitation campaign in the ward. To this effect, a dialogue facilitated by PRIA amongst various stakeholders was organised to mobilise public action on Garbage Disposal and Drain Cleaning. Follow-up action plan and several preliminary meetings with informal leaders in the community led to the initiation of a Mohalla Samiti. The sanitation committee and the community together visited the municipality and raised their voice regarding the clearance of garbage and waste and the inadequacy of a proper drainage system in their ward. They lodged repeated complaints and protested against the irregular visits of the municipal sanitary staff. Their perseverance and visible commitment created that necessary pressure to get the municipal staff into action. The sanitary inspector assured the sanitation committee that he would personally look into the matter and make regular visits. The liaisoning that the committee now had with the municipal authority brought in legitimacy and gave way to regular monitoring of the sanitary staff’s visits in the ward. The municipality has also appointed additional staff to lift the garbage dump, and provide garbage bins for dumping the waste. The weekly monitored reports by the sanitation committee are reviewed and action taken upon by the municipality.
Some illustrations may describe the process of engagement by such civic associations.

**Sanitation drive in Dharamshala**

Dharamshala is one of the most visited tourist sites in Himachal Pradesh, yet Dharamshala municipality is not a problem free area. Sanitation is one of the biggest problems facing the town. The number of garbage disposal bins within the municipal limits is limited and the "safai karamcharis" (cleaners) seem to be accountable to no one. People living in this town believe that the numerous nalas (drains) flowing through the town form a natural garbage dump without analysing the garbage on a daily basis. What they don't consider is that the garbage eventually collects on the banks of these very nalas. The effort of mobilising people in ward 10 of Dharamshala municipality area through a number of ward meetings finally proved to be successful when the residents got together and formed a rotating monitoring committee, which would stand guard near the nala every morning (the time most people throw garbage) and stop the defaulters. The problem has visibly reduced and at present they are planning to involve the municipality in dealing with the garbage disposal problem in their ward.

**Table 6: Issues prioritised in selected pockets through Micro Planning Exercise**

<table>
<thead>
<tr>
<th>State</th>
<th>Intervening location</th>
<th>Issues prioritised</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andhra Pradesh</td>
<td>Ward number 19, 22</td>
<td>● Scarcity of safe drinking water</td>
</tr>
<tr>
<td></td>
<td>in Anakapalli</td>
<td>● Garbage disposal</td>
</tr>
<tr>
<td></td>
<td>municipality</td>
<td>● Filthy pathway</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Haphazard community hall</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Unsanitary public latrines</td>
</tr>
<tr>
<td>Bihar</td>
<td>Ward 20, 21,22, in</td>
<td>● Solid waste management</td>
</tr>
<tr>
<td></td>
<td>Madhubani</td>
<td>● Birth and death registration</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Poor services from Public Distribution System</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Health and sanitation</td>
</tr>
<tr>
<td>Madhya Pradesh</td>
<td>Intensive wards in</td>
<td>● Issues related to drinking water</td>
</tr>
<tr>
<td></td>
<td>Sehore, Icchawar &amp; Panna</td>
<td></td>
</tr>
<tr>
<td>Rajasthan</td>
<td>Ward number 2, 9, 10, 11 &amp; 12 in Bilara municipality &amp; Ward No.13 in Karauli municipality</td>
<td>● BPL survey</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Eradication of manual scavengerism</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Status of Municipal services through report card survey</td>
</tr>
<tr>
<td>Himachal Pradesh</td>
<td>Ward 10 in Hamirpur</td>
<td>● Sanitation</td>
</tr>
<tr>
<td></td>
<td>and Ward 3 &amp; 4 in</td>
<td>● Solid waste management</td>
</tr>
<tr>
<td></td>
<td>Dharamshala municipality</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Community monitoring of services</td>
</tr>
<tr>
<td>Haryana</td>
<td>Ward number 4 in</td>
<td>● Sanitation</td>
</tr>
<tr>
<td></td>
<td>Fatehabad municipality</td>
<td>● Birth and Death registration</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Garbage disposal</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Voters’ enrollment</td>
</tr>
<tr>
<td>Uttar Pradesh</td>
<td>Intensive wards in the ULBs of Sitapur, Bahraich, Manikpur, Ghazipur and Baanda</td>
<td>● Sanitation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Solid waste management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Social harmony</td>
</tr>
<tr>
<td>Uttaranchal</td>
<td>Intensive wards in the local bodies of Champawat and Pitthoragarh</td>
<td>● Birth and death registration</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Anti-polythene programme</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Waste disposal</td>
</tr>
</tbody>
</table>
Participation, Citizenship and Governance

Learning & Change
Throughout its history, PRIA has generated new knowledge on themes of participation, empowerment and social transformation. Based on the perspectives and methodologies of Participatory Research, such knowledge has been synthesized from the field practise and related studies. In this sense, knowledge production in PRIA is a strategy for the empowerment of those living in and acting upon local realities; research thus amplifies the voice of the ordinary citizens, and validates their popular knowledge through articulation and representation. It also enables agents of change to incorporate expert knowledge in their struggles for transformation. Thus, knowledge building in PRIA serves a multiple purpose.

Generating Knowledge from Practice
As an ongoing part of systematisation of learning from field practice, new knowledge is regularly produced and shared. Periodically, certain themes are identified for more in-depth investigation and analysis. During the previous year, themes of citizen leadership, PESA and tribal rights and municipal finance were studied. The reports from these findings are used for learning by academics and policy-makers. All these reports have been published. The PESA studies were shared during the Raipur Roundtable in September 2004.

During the year, the theme of gender and governance was studied in-depth (as described in an earlier section). Its findings were first shared in the functions organised during Women’s Day in those districts where the study was conducted. Another theme studied in-depth during the year was entitled "Resources, Citizen Engagement and Democratic Local Governance". This study was part of the global research under the LOGO-LINK network (of which PRIA is the South Asian node). In India, the study was conducted in six locations — municipal sites in Karnataka and Gujarat; panchayat sites in Himachal Pradesh, West Bengal, Kerala and Uttar Pradesh. The study specifically analyses citizen engagement in revenue raising, budget allocation and expenditure monitoring in local governments. International sharing of the study findings were held in Porto Allegre, Brazil, during December 2004. National sharing will follow when synthesis of all studies are completed.

Another interesting study conducted during the year focused on the linkages between Self Help Groups and Panchayati Raj Institutions. Carried out in field locations at Uttar Pradesh, Madhya Pradesh and Uttaranchal, the study examined how SHGs support accountable functioning of the Gram Sabha and Gram Panchayats, as well as new elected leadership of women. Links between local governance and livelihood were then explored.
during a workshop of donors, government, banks funding and promoting SHGs and NGOs convened to share the findings of the study in Delhi during December 2004. Follow-up to the study has been planned to pilot strategies for deepening the relationship between women's livelihood and panchayats.

At the request of IIZ/DVV, our German partner, a study of "Institutions of Adult Education Providing Training of Trainers" was conducted in South Asia. The study findings were shared in a conference organised by IIZ/DVV in Capetown in early April 2005. These findings are also being analysed from the perspective of future continuing education programmes of PRIA.

Promoting Practice Research Engagement

PRIA as an institution and its programmatic strategies represent the meaning of Practice Research Engagement (PRE). In continuation of its previous efforts in this regard, several approaches have been evolved to pursue this more systematically.

First, specific studies are designed to ensure collaboration between practitioners and researchers. Two fellowships were offered to young scholars in Bihar and Orissa on the themes of "citizen participation in flood control" and "livelihood discontent and governance" respectively. Both these studies are linked to practitioners in those contexts, and their findings are going to be used for informing the respective academic institutions and local civil society organisations.

Second, researchers based in academic institutions are invited to analyse specific field interventions carried out during the year. The impact assessment studies of PEVAC in panchayats and municipalities have been undertaken by such researchers from Government Degree College, Panna (Madhya Pradesh), Makhanlal Chaturvedi University, Bhopal (Madhya Pradesh), Ravi Shankar University, Raipur (Chhattisgarh), Udaipur University, Udaipur (Rajasthan). Similarly, a study on devolution in panchayats in Andhra Pradesh has been conducted by Osmania University, Hyderabad. Researchers from Centre for Women's Studies in Andhra University (Vizag) and Rajasthan University (Jaipur) were involved in conducting gender and governance studies.

Third, local seminars and workshops on themes related to participation, citizenship and governance are regularly organised which bring practitioners and academics together to debate issues and analyse experiences. During the year, the following events were organised:

- Marginalised leadership and governance, Jaipur, Rajasthan, December 04, 2004
- Participatory governance: State-Centric or Citizen-Centric, in collaboration with SSK, Lucknow and Mahatma Gandhi Kashi Vidyapeeth at Varanasi, Uttar Pradesh, January 11, 2005
- State of Urban Governance and Role of Civil Society, Jamshedpur, Jharkhand, January 22, 2005
- Citizen, Civil Society Organisation and Governance, in collaboration with Shramjibi Unnayan, in Jamshedpur, Jharkhand, January 22, 2005
Since 2003, PRIA has been convening International Conferences on the overall theme of Citizenship and Governance. These conferences have become an occasion for practitioners and academics to present their papers and debate issues together. During the year, the Third International Conference on the theme of "Citizenship and Governance" was organised at Banaras Hindu University, Varanasi in collaboration with Mahatma Gandhi Kashi Vidyapeeth, Varanasi and University of Victoria, Canada on February 08-10, 2005. Attended by 78 practitioners and 63 academics (including 11 international delegates), the Conference generated in-depth insights on a wide variety of sub-themes. Papers and discussions were held in Hindi as well, so as to enable scholars and practitioners from Hindi speaking regions to participate in these discourses.

Influencing Academia

Systematic and structured collaboration with academic institutions to promote the teaching of and research on Participatory Research, Participatory Development, Civil Society and Democratic Governance had been initiated by PRIA more than ten years ago; Interprofessional Dialogues with Schools of Social Work, under the leadership of ASSWI were held during 1994-98. Five Regional Resource Centres in these select schools were set-up during 2000 to further this effort. During the past three years, systematic seminars and joint collaborative efforts have been promoted in a number of Universities and Colleges; mention can be particularly made of Mysore University and Garhwal University in this regard.

Map 2 shows current linkages with academic institutions.

In order to further streamline this effort, a substantial exercise mapping the teaching of Participatory Research was conducted during the year: total of 65 universities and research institutions were visited during the survey; the focus of the survey was to find out the teaching of Participatory Research in academia. The findings are very interesting:

- one-third of these (22) offer courses on Participatory Research;
- in social science disciplines like sociology, anthropology, political science etc, Participatory Research is taught only as a part of research methodology, primarily treating PR as a method of data collection;
- while only a few (3) institutions have a full-fledged course on Participatory Research, most others teach it as a compulsory part of research methodology course;
- field work for using Participatory Research is not very commonly encouraged;
- Participatory Research as a methodology of empowerment and social transformation is not taught formally;
In addition to humanities and social science faculties, Participatory Research is also taught in departments of gender studies, public administration, development studies, management, rural development, etc.

As a follow-up, a consultation will be convened in August 2005 with select interested academics to discuss ways in which teaching and research on PR can be deepened in academia in India and South Asia.

Partnerships with academia were furthered during the year as remaining studies under Development Research Centre (DRC) were completed; these include studies on:

1. Gender and Participation, in Rajasthan
2. Tribal Rights and Industry Accountability, Orissa, Chhattisgarh and Jharkhand
3. Gender and Disaster Management, Orissa.

Map 2: Academic Linkage

Academic Linkages are established across 18 states in India.
Supporting Learning on Governance

Reforming governance requires learning about governance itself, governance institutions, and how to engage with them. Elected representatives of panchayats and municipalities need to learn how to perform their new public roles; government officials need to learn how to work with the new governance framework; citizens need to learn how to participate in these opportunities; and, intermediary civil society organisations need to learn how to intervene to make governance accountable.

Elected Representatives

As before, PRIA’s interventions supported learning on governance for these different stakeholders throughout this period. A large number of panchayat representatives were provided orientation on their roles, importance of Gram Sabha, methods of micro-planning and interfacing with government officials — 4337 sarpanchs and ward parns were provided such learning opportunities in states of Bihar, Andhra Pradesh, Gujarat, Himachal Pradesh, Kerala and Uttaranchal.

Map 3: Capacity Building of Elected Representatives

Figures indicate numbers of elected representatives in that state.
Dalit Leaders

Special efforts were made during the year to support the learning of Dalit panchayat leaders; the focus here was on building confidence and skills needed to perform their roles in the face of historical discrimination faced by members of the scheduled castes in society. These efforts were specially targeted in AP (287), Gujarat (504), Bihar (224), Uttaranchal (182). Greater efforts are needed to empower Dalit leaders to enable them to demonstrate that "Dalits can lead in governance".

Women Leaders

Special efforts continue to be made to prepare women leaders to engage with governance institutions and processes more vigorously. More than 20,000 women leaders were provided such learning opportunities through structured events and exposure programmes nationwide. Women's capacity enhancement and leadership strengthening interventions took myriad forms and subjects (see Map 4):

Map 4: Capacity Building of Women Leaders

<table>
<thead>
<tr>
<th>State Name</th>
<th>Rural</th>
<th>Urban</th>
</tr>
</thead>
<tbody>
<tr>
<td>HP</td>
<td>95</td>
<td>10</td>
</tr>
<tr>
<td>A.P</td>
<td>412</td>
<td>186</td>
</tr>
<tr>
<td>Gujarat</td>
<td>4100</td>
<td></td>
</tr>
<tr>
<td>Kerala</td>
<td>890</td>
<td>405</td>
</tr>
<tr>
<td>Bihar</td>
<td>194</td>
<td>38</td>
</tr>
<tr>
<td>Uttaranchal</td>
<td>5802</td>
<td>18</td>
</tr>
<tr>
<td>Haryana</td>
<td>221</td>
<td>121</td>
</tr>
<tr>
<td>Jharkhand</td>
<td>53</td>
<td>4</td>
</tr>
<tr>
<td>MP</td>
<td>5526</td>
<td>1256</td>
</tr>
<tr>
<td>UP</td>
<td>4450</td>
<td></td>
</tr>
<tr>
<td>Rajasthan</td>
<td>1376</td>
<td>32</td>
</tr>
<tr>
<td>Chhattisgarh</td>
<td>76</td>
<td>60</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>23189</strong></td>
<td><strong>2140</strong></td>
</tr>
</tbody>
</table>
Citizen Leaders

As a deliberate strategy to strengthen citizens' leaderships, support to their learning is provided through various interventions. In states of Rajasthan, Madhya Pradesh, Chhattisgarh, Haryana and Uttar Pradesh, the primary focus has been on orienting citizen leaders to participate in various stages of the voters' awareness campaigns—from voters' registration, to selection of good candidates to actual voting. These orientations have taken different forms and used various methods:

- members of SHGs, youth groups and eco-development committees in Karauli (Rajasthan) were oriented through "chaupal baithaks" — a kind of informal collective dialogue;
- members of Nari Network in Mahendragarh (Haryana) were provided structured orientations through day-long events;
- community volunteers and members of CDS (Community Development Society) in Dongargaon and Rajnandgaon (Chhattisgarh) were given informational materials during the orientation meetings;
- youth leaders and SHG members in Panna (Madhya Pradesh) learnt about possible interventions during the campaign through active participation;
- local citizen leaders in Bahraich and Maharajganj (Uttar Pradesh) were oriented to participate in the campaign through regular meetings.

Citizen leaders in other states (Andhra Pradesh, Bihar, Jharkhand, Himachal Pradesh, Gujarat, Kerala, Uttarakhand) were supported to learn about their roles as citizen leaders in mobilising others and enabling them to engage with governance institutions around issues of their collective concerns:

- orientation on organising ward sabhas was given to 31 citizen leaders in Ankapally, Vizag (AP);
- monitoring basic services in panchayats was the focus of orientation to 32 citizen leaders in Khatima (Uttarakhand);
- orientation of members of Nigarani Samitis (watchdog groups) in Joshimath (Uttarakhand) was conducted to learn how to do social audits;
- Dakshata Samitis (watchdog committees) in Ratnagiri (Maharashtra) learnt how to engage with Panchayat Samiti to discuss problems of land alienation;
- leaders of youth groups in Kanti and Motipur towns (Muzaffarpur, Bihar) learnt how to approach councillors and municipal officials for redressing their grievances;
- 20 youth group leaders from Kangra (Himachal Pradesh) were oriented on Gram Sabha mobilisation in their villages;
- 142 citizen leaders in Jamtara learnt about how to conduct Gram Sabha meetings;
- nearly 400 SHG leaders participated in eight one-day leadership workshops in Kerala;
- citizen leaders in five municipalities of Sabarkantha (Gujarat) learnt to use report card method to monitor basic services.

In all, nearly 5140 citizen leaders and 3000 citizen collectives were provided learning opportunities during the year.

**Grassroots Networks**

Building and strengthening the networks of citizen leaders has been a deliberate strategy to scale-up the voice and pressure from below; many of these networks have now existed for more than a year; several of them have undertaken programmes at block and district levels; their initiatives have begun to result in positive responses from panchayats, municipalities and district administration. While 120 old networks were strengthened, 291 new networks were formed at the grassroots level during the year.

**Capacity Building of Networks**

In many locations of PRIA and partner’s intervention areas the village/ward level citizen collectives have been connected through the promotion of networks at the block or sub-block (cluster of Gram Panchayats) levels. The networks are gaining visibility by interfacing with higher tiers of governance institutions like Panchayat Samitis and Zilla Parishads. Although most of these networks are in the nascent stage, they have made a modest beginning. A variety of interventions have been undertaken to nurture and strengthen these citizens' networks. Regular meetings and structured workshops have been conducted to develop an understanding on the purpose of building larger collectives and the management of networks. The citizen leaders found these networks working as mechanisms for nurturing solidarity as well as for exchanging learning.

For example in Baijnath, Bhawarna, Kangra, Rait blocks of Kangra, Himachal Pradesh the mobilisation and informational process is spearheaded by the Panchayat Mitras (local animators) who move from village to village conducting initial orientations with Mahila Mandals and then facilitating this process by holding combined meetings of many Mahila Mandals at the block level or at any other preferred location. These block level meetings are generally facilitated by PRIA staff and/or some invited block departmental official, where information regarding Gram Sabha, panchayats, micro-planning, need for citizen leadership and initiative, gender discrimination and other social stigmas are discussed. In this endeavour, interface and collaboration with the mukhya sevika (specially) and other block officials is sought and their services utilised. These efforts are bearing fruit as the citizen leaders oriented and involved through this process are playing a key role through attending Gram Sabhas and initiating ward sabhas and micro planning in their respective wards and Panchayats.

Similar efforts are being undertaken in Mehboobnagar, Vizag, Hamirpur, Rajnandgaon and many other locations. A total of 236 grassroots networks in rural areas and 55 grassroots networks in urban areas have been promoted in the current year in 12 states.
Intermediary Civil Society

Support to intermediary civil society organisations at district, state and national levels has been specifically targeted to promote their engagements with the processes and institutions of governance; special efforts have been made to include many new organisations and networks. In this context, building large and inclusive civil society organisation platforms to undertake PEVAC in Rajasthan, Madhya Pradesh, Chhattisgarh, Haryana, and Uttar Pradesh was specially attempted; to motivate and orient these civil society organisations to join in the platforms, district and regional level workshops were organised in each of these states; such efforts resulted in hundreds of civil society organisations joining these state level platforms for voters' awareness campaigns.

Efforts to orient civil society organisations to the perspectives on governance are pursued regularly; it enables them to begin engaging with panchayats and municipalities in their areas of operations. Some highlights during the year:

- Swaraj Kerala network (comprising Gandhian organisations), Rotary Clubs and members of Catholic Bishops network in Kerala were oriented to support Gram Sabha mobilisation in the state;
- Workshop on participation in development and governance was held for civil society organisations of Himachal Pradesh in Shimla;
- Two workshops on decentralisation and Gram Sabha: roles of voluntary organisations were conducted in Jharkhand;
- Orientation on girls' education and panchayats was held in Haryana to prepare civil society organisations to act on this issue;
- Training of Trainers on Participatory Governance was conducted for civil society organisation staff in Andhra Pradesh;

In addition, structured learning opportunities were provided for civil society organisation staff on programmatic and organisational aspects in several states; these focused on issues of financial management (Kerala), participatory training methodology (Bihar, UP, Kerala), process documentation (Chhattisgarh), communication skills and group dynamics (Uttaranchal), organisational management and leadership (Andhra Pradesh), local level advocacy (Uttar Pradesh), organisational development (Bihar).

Nearly 1500 intermediary voluntary development organisations participated in these learning events during the year.

In addition, orientation of government officials (Himachal Pradesh, Uttaranchal,), media personnel (Himachal Pradesh), students of journalism (Delhi, Uttaranchal), academia (Rajasthan, Jharkhand, Uttar Pradesh, Uttaranchal, Madhya Pradesh) were also carried out through structured events during the year; such interventions help support their efforts on reforming governance in the country.
Learning Materials

PRIA’s approach to influence different stakeholders is essentially learning process oriented. Therefore, PRIA produces a vast number and types of learning materials designed to serve learning agendas of different constituencies.

At the grassroots level, learning materials are designed to mobilise citizens and collectives for various campaigns; during the year, much of campaign materials focused on panchayat and municipal elections.

1. CD on Gram Sabha, Gram Sabha ki baithak me ana jaroor
2. CD - Swasasan ki dasa me gram sabha
3. CD on PEVAC, Matdata jagrukta abhiyan
4. Javahar Gram Smrithi Yojana (SSK, UP)
5. Tristriya Panchayatein : Parisman Pradeshih Nirvachan Shetra (SSK,UP)
6. CD on PEVAC, Janta ki Aavaj (SSK, UP)
7. Pamphlet on Panchayat matdata jaagrukta abhiyan main yuva ki bhumi (SSK, UP)
8. Pamphlet on Panchayat chunav main mahilao ki bhagidari (SSK, UP)
9. Pamphlet on Achche pirdhano ka chunav kuo? (SSK, UP)
10. Pamphlet on Zara sochiye (SSK, UP)
11. Poster on Ghar ghar ko savarti hain hum kyo na savare panchayat ko hum (SSK, UP)
12. Poster on Tan man se kare swagat panchayat chunav ka... (SSK, UP)
13. Poster on Aapki ek bhool aapko paanch varsh peech kar sakti hain (SSK, UP)
14. Poster on Satta ki aadhi seeto par hoga apna adhikar... (SSK, UP)
15. Poster on Chahe haon hum mazdoor yuva, pichda varg.... (SSK, UP)
16. Panchat Chunav Sambandit Prarup Papat evam Shpath Patr va Goshana Patr (Samarthan, MP & SSK, UP)
17. Panchayat matdata Jagurukta abhiyan 2004-2005 (Samarthan, MP & SSK, UP)
19. Samhita evam Matdata kay Adhikar va Jimeedariya (Samarthan, MP)
20. Panchayati raj Chunao (Samarthan, MP)
21. Panchayat Chunav: Kuch Jaruri Baten (Samarthan, MP)
22. Gram Sabha me Bathaiken Kaise Bulayen aur Kaise Chalyen (Samarthan, MP)
23. CD on PEVAC, Matdata Jagrukta Abhiyan (Samarthan, MP)
24. Audio CD on PEVAC, Matdata Jagrukta Geet (Samarthan, MP)
25. Panchayat Chunav Manual (Samarthan, MP & SSK, UP)
Materials designed to support the learning of elected representatives and citizen leaders have addressed a wide variety of learning agendas; both print and audio-visual materials have been used in this regard (many of which are supplemented with other folk forms like song, dance, theatre, rallies etc).

1. Nagar palika awam nagar panchayato ke janpratinidhiyo ke liye karya pustika
2. Chhattisgarh ki panchayati raj vayvastha
3. Chhattisgarh me nagariya nikaya chunav 2004-2005
4. CD Film on Citizen Leader, Ham hai na
5. CD Film on Urban areas , Sahar hamara tumhara
6. PRI Compendium (H.P., A.P., M.P., U.P., Chhattisgarh, Haryana, Bihar, Rajasthan, Gujarat, Uttaranchal, Karnataka, Tamil Nadu, Kerala)

Learning materials for civil society organisations (including PRIA and its partners) and government functionaries take the form of manuals and case studies; experience sharing through newsletters, journals and periodicals provides for learning both practical skills and concepts and principles; some films and CDs supplement other learning materials.

1. Multi stakeholder Dialogue (E/H)
2. Developing a Micro Plan (E/H)
3. Campaigns for Citizen Participation (E/H)
4. Information Resource Centre (E/H)
5. Vikas Utsav (E/H)
6. Gender on the Agenda (E)
7. Panchayat Information KIOSK (Brochure)
8. State Resource Centre - Newsletters (A.P. Chhattisgarh, Nainital, Jharkhand)
9. Deepening Democratic Processes in Small and Medium Towns (E/H)
10. Chhattisgarh swayam sevi sansthao ki visaygat directory
11. Participation and Governance (Journal) (E/H- Thrice in a year)
12. Innovation and Civil Society (Journal) (E/H- Biannually)
13. Newsletter, (Gram Sabha, Choupal, Bundh, Nagar Varta- Quarterly)
14. CD Film on Gender, Swasasan me mahilaye
15. Panchayati Raj ke prabhari mantriyo ke sat gol mej samelano ke prastavo ka sankalan
16. Nagariya abhisasan chuninda ayam
17. Urban Report on Pre-Election Voters Awareness Campaign in Selected Towns of Madhya Pradesh (Samarthan, MP)
18. Compiled Report of Regional Level Consultation (Preparation for PEVAC)
19. A Report on PEVAC Progress and Plan: Rajasthan
20. Report on One Day Regional Workshop on PEVAC Planning, Rajasthan
21. CD on PEVAC, Sajha Manch Chhattisgarh
22. CD on PEVAC, Karauli
23. CD on PEVAC, Mahilla Sammelan, Govindgarh
24. PRIA New Delhi evam Panchayati raj Mantralya Bharat Sarkar va Sajha Manch Dwara Samarpit: PEVAC Chhattisgarh

Research studies, articles and occasional papers address a different constituency; these are viewed as documents that facilitate learning of those in academic and policy-making pursuits.

1. Darkinar hoti pahchan (Sahri asangathit chetro me gharelu mahila bidi majdoor)
2. Multiple Citizenship Identities and Agency of Women
3. Pesa (MP, HP, Gujarat, Jharkhand, Chhattisgarh)
4. Series on Municipal Finance (Challenge of Delivering Select Municipal Services, Urban Local Bodies in Financial Stress, Strengthening Municipal Services)
5. Adult Education and Livelihood: Women as Agents of Change
8. Report on Potential of SHGs for enhancing participation of women in local self governance
9. Legal framework for citizen participation in Local Governments in South Asian Region
10. Conference on Citizenship & Governance (abstracts)

Influencing national and international policy-makers is also attempted by PRIA through a learning process approach. Many of its publications intended to serve this purpose take the form of reports, documents, notes and memos. These are shared in specially designed interactions to facilitate dialogue.

PRIA’s website is now being viewed by more than 70,000-75,000 visitors monthly; till now it is a source of learning for many-nationally and internationally; its Hindi language section is meant to promote online learning.

Thus, language, idiom, rigour, relevance and quality are all very important aspects of learning materials produced and disseminated by PRIA and its partners.
Generating Multiplier Impacts: Systematic Revisioning of PRIA

PRIA recently undertook a serious exercise to identify its future directions of growth with a view to institutionally strengthen its effectiveness and impacts, as well as for it to become sustainable in the long run. A vision paper was discussed to strategise certain downstream multipliers through the consultancy mode and upstream influence initiatives through educational offerings. Overall primary tasks of PRIA's system would be:

(i) enabling citizens to have a voice and impact on institutions of governance through direct interventions at different levels in India; and through such experiential interventions to develop and refine knowledge in PRIA's focus areas of participatory research and participatory development;

(ii) taking lessons, methods and tools developed in this process to many other institutions, and help them adopt and adapt these nationally and internationally;

(iii) attempting that present and future generations of students and teachers use these PRIA perspectives, methodologies and tools through research, teaching and exchange of scholars.

Emerging Opportunities
In a limited, and largely spontaneous manner, many approaches and methodologies developed by PRIA over the past 23 years have been utilised by other civil society actors. This has happened in India and beyond as well. Two types of demands have, however, remained un-addressed in a concerted manner. These relate also to two different sets of constituencies. We call them downstream multipliers and upstream influence.

A. Downstream Multipliers
These are interventions aimed at promoting wider use of PRIA’s models, lessons, methodologies and tools. As PRIA intervenes in the field, it catalyses new demands for its services and capacities.

- First set of demands is for scaling up of innovative approaches, perspectives and methodologies evolved by PRIA, by large civil society organisations and government’s development agencies/programmes.
- Second set of demands is coming from multilateral/bilateral institutions that also require such inputs nationally and internationally.
- These opportunities also promise new learning and exposure for PRIA and its staff: when new types of situations and organisations use PRIA’s resources, strategies and methodologies - and provide feedback, new insights and capacities develop in PRIA too.
- A possible set of themes, based on PRIA’s own experiences and innovations, could be:
  a. Civil Society Building (CSB)
b. Participatory Research (PR) and Participatory Development (PD)
c. Participatory Training (PT)/Participatory Monitoring and Evaluation (PME)
d. Human Resource Development (HRD)/Organisational Development (OD)/Management of NGOs
e. Participatory Local Self Governance (PLSG)
f. Occupational and Environmental Health (OEH)

These demands need to be addressed mostly in a consulting mode. PRIA has rendered these services in the past on a sporadic basis. However, keeping in view the new demands and constituencies, mechanisms needed to respond to consulting opportunities must, now, be market-oriented.

B. Upstream Influence

These interventions are aimed at preparing future generations of development professionals.

- A second set of demands is for continuing education programmes. There is a growing demand for providing learning opportunities for emerging professionals, which PRIA tested during its long duration Development Management programmes (1995-98).
- In the present context, demands from international students and collaborative educational offerings is also growing. PRIA is developing professional collaboration nationally as well as internationally.
- Several products and services will be developed in this regard, for example:
  a. Short-term professional development programmes
  b. Long-duration professional development programmes
  c. Distance learning programmes
  d. Student placements, nationally and internationally
  e. Learning packages (print, audio-visual, IT based)

The themes for these educational offerings will be based on the core competencies developed by PRIA over these years; the primary subject matter of these educational provisions will be similar to that described above.

Marketing of courses and learning packages would be undertaken by the educational wing of PRIA, so as to ensure that delivery costs of these educational provisions are met through the contributions of the learners over a period of time.

Developing in-house competencies in offering consultancy and educational services requires building new capacities and developing strong partnerships. In this context, discussions with the Dean, Faculty of Education and Dean, Continuing Studies of University of Victoria during the year have already resulted in practical ways of mutual support. PRIA hosted an Intern from UVic during the year who helped conduct basic market research for some educational offerings; visits by the two Deans and four other faculty members from the university helped to develop a Memorandum of Understanding between PRIA and UVic; exchange visits have been planned to help build PRIA capacity in continuing education; a course on Participatory Research is being jointly prepared to be offered later this year.

Additional collaborations need to be evolved in order to make these plans a reality in the coming years.
Institutional Strengthening

Programme Management

The model of matrix structure for programme management and multiple responsibilities for senior staff has worked reasonably well; major challenge continues to be convergence of thinking and programming at macro level. The system of annual, bi-annual and quarterly planning has been effective. During the year, monthly coordination-cum-review meetings were held in all states, bringing together SRC/DRC staff. National team members have attended the quarterly meetings to ensure better support to and coordination from the macro level. The bi-annual review was introduced as a major exercise in systematic revisiting of annual plans, based on joint assessment of changing contexts. Attended by all SRC/DRC coordinators, this two-day event allowed for re-tooling the programmes well.

During the third quarter review, macro team members also began to explore next year’s priorities for the state. In some states, two teams met together; in others, staff of another state sat in for learning. This experience has some merits for the future.

In preparation of Annual Review meetings (scheduled in first week of April 2005), all DRC/SRC staff from all locations spent two days together thematically — civil society, gender mainstreaming, panchayati raj, urban governance — in March 2004. This served several useful purposes: sharing of experiences from all field locations gave various insights to all; substantial data was gathered for future reporting and synthesis; constraints experienced in operationalising the strategy were discussed; and, thematic perspectives were deepened. Nearly 300 man days spent on this exercise were of great value.

The partners have begun to practice the new web-based Project Management System (PMS); full fledged use of this system will be made by all partners in the coming fiscal year. This will substantially improve communication and sharing.

IT System Improvements

Further improvements in IT infrastructure have been undertaken in PRIA and partners during the year. Wireless network was added in Delhi; several field units were provided upgraded hardware (though electricity and connectivity continue to be major irritants in several locations). A web based Contact Management Module has become functional. Improved Personnel and Attendance Information System has been operational. Most of PRIA mimeo materials stored in the library have been digitised. This will enable knowledge management in the coming period.

Support to partners, in capacity enhancement and infrastructure upgradation, was a major task during the year. Support was provided to build LAN cabling and set up server systems in the new training centre of Samarthan in Bhopal. Likewise, LAN and
voice cabling, server set up and publication process integration has been established in CENCORED, Patna. LAN network and server set up was also installed at HARC, Dehradun. Technical and professional advice and support on-site was provided to Unnati, Ahmedabad, CYSD, Bhubaneshwar and SSK, Lucknow.

Structured demonstration-cum-training was provided on site to staff of each partner, in PMS (the Project Monitoring System).

Other Systems

Other systems and policies have been adequately implemented during the year. With addition of more experienced and professional staff in HR/Admin. and Finance/Accounts, delegation of many tasks has been further streamlined. Turnover of new programme interns based in the field (57%) continues to be a concern; exit interviews and consultations with organisational peers seem to indicate that it is universal constraint within which better human resource planning has to be undertaken. Revision in recruitment procedure is being instituted to create financial disincentives for premature and sudden departures.

Human Resource Development

More intensive efforts have been made during the year to prepare the human resources in PRIA and partners to undertake these programmes more efficiently and effectively. Internal HRD programmes are conducted for staff with PRIA and Partners organisations, nominations are made on the basis of assessment of learning needs and performance goals through performance review mechanisms.

- office management and basic register maintenance for 8 such staff (5-8 April)
- result-based management for 20 staff at SSK, Lucknow (19-21 April)
- roles and competencies of local animators at PRC/URC attended by 49 participants held at SSK, Lucknow (26-30 April)
- roles and competencies of DRC/SRC coordinators attended by 43 participants for 3 days (19-21 April)
- improvements in written and oral English communication for 8 senior staff of PRIA Head Office, conducted by the British Council over 3 weeks

Besides internal HRD, staff members have been nominated for external programmes as well, covering a wide range of institutional as well as self-development themes.

1. **Effective Communication Strategies (Men & Women at Work)** - This three-day workshop was organised by IIM, Ahmedabad (April 28th-30th, 2004). The workshop focused on improving communication skills including body language, voice modulation as well as power point presentations. Communication amongst the sexes, conducive work environment for both men and women in an organisation as well as sexual harassment within the workplace were issues focused upon.

2. **Open Source Linux** - The course was held over a period of 24 days for 4 hours a day. The course was included acquiring knowledge of basics in a 'Red Hat Linux Environment'.

Support to partners, in capacity enhancement and infrastructure upgradation, was a major task during the year.
3. **Project Management** - The IIM, Ahmedabad, which was held from August 30-September 4th, 2004. This programme was an in-depth learning experience and focused on different methods of project management CPM/PERT, MS Project, Prime Vera.

4. **Gender Mainstreaming: From Programmatic to Organisational Transformation** - This ten day programme from October 4th-15th, 2004 was conducted by the International Institute of Rural Reconstruction, Philippines. The practical exercises focusing on gender auditing as well as gender analysis were an integral part of the learning objectives.

5. **Basic Lab on Human Process** - Many PRIA staff attended the same programme during the year, which were conducted by the Indian Society for Applied Behavioural Sciences.

6. **Account Aid Workshop for Ford Grantees** - This workshop held from August 17-19th, 2004 was conducted by Account Aid India, New Delhi. It was intended for grantees for Ford Foundation to understand the reporting requirement of the donor agency.

7. **Regional Training to Track Policy Commitment to Girls’ and Women’s Education** - Organised at Chiangmai, Thailand, by Asian South Pacific Bureau of Adult Education. The programme focused on enriching the understanding on the issue of girls and women’s education.

8. **General Management Programme** - This programme organised by IIM Lucknow, from November 29th-December 10th, 2004. The topics covered were organisational learning and knowledge management, management and leadership styles, operational strategies, as well as planning organisation and time management.

9. **Human Resource Management** - This workshop on Human Resource Management was held at IIM, Ahmedabad from December 6th-11th, 2004. Though the focus was on the corporate sector there was a lot of learning and practical applicability for the NGO sector and more specifically, PRIA itself. Areas of learning included performance appraisal and 3600 feedback, strategies for recruitment and retention as well as career management.

10. **Leadership Workshop: Festival of Learning** - Organised by ASPBAE from December 14th-18th, 2004 at Yogyakarta, Indonesia. It was an enriching opportunity to meet different people - social activists, scientists, academicians and share views on different subjects including sensitive issues like HIV/AIDS.

11. **Workshop on 7 Habits of Highly Effective People** - It was organised by the Rural Management Consultants from January 18th-19th, 2005.

12. **3-TP: Middle Management Programme** - PRIA staff on deputation to our partner organisation CENCORED attended this month-long programme (January 23rd - February 19th, 2005) at IIM Ahmedabad. Main skills developed were in areas of finance and accounts, Human Resource Management, Strategy Formulation, Organisational Behaviour, Communication.
Training Programme on Library, Information Management and Documentation -
This course was organised by the Centre for Science and Environment, New Delhi, from March 8th-11th, 2005. It was a useful learning in developing concepts in library management especially digitisation of the library.

Thus, a total of 7814 days of structured HRD learning opportunities spread over 34 events were made available to 797 persons during the year.

Likewise, nomination to external learning events, nationally and internationally, is made on the basis of role expectations from present responsibilities of different personnel. For attendance to some thematic learning opportunities, a new open nomination system has been evolved where opportunities are advertised within the system; selection is done on the basis of application and relevance.

In addition, learning is reinforced through ongoing thematic discussions, IT skills upgradation workshops, gender sensitisation sessions and issue-based lectures and presentations made regularly during the year.

Presentations and Representations
Presentations made in national and international conferences also provide immense learning opportunities for the staff, besides sharing PRIA’s perspectives and strategies.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Name of the Conference/workshop</th>
<th>Date</th>
<th>Venue</th>
<th>Staff Attended</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>DRC Mid Term Review and Steering Committee Meeting</td>
<td>March 23 - April 5, 04</td>
<td>Brazil</td>
<td>Ranjita Mohanty</td>
</tr>
<tr>
<td>2.</td>
<td>Governance and Civil Society Workshop, organised by CARE Bangladesh</td>
<td>May 10 - 13, 04</td>
<td>Bangladesh</td>
<td>Purvi Dass Chandan Datta Pankaj Anand</td>
</tr>
<tr>
<td>3.</td>
<td>Adult Education and Poverty Reduction</td>
<td>June 14 - 17, 04</td>
<td>Botswana</td>
<td>Mandakini Pant</td>
</tr>
<tr>
<td>4.</td>
<td>Information and Learning Network for Asia</td>
<td>Aug. 24 - 28, 04</td>
<td>Manila</td>
<td>Purvi Dass</td>
</tr>
<tr>
<td>5.</td>
<td>Steering Committee Meeting of DRC &amp; Accountability Studies</td>
<td>Sep. 8 - 14, 04</td>
<td>London</td>
<td>Ranjita Mohanty Harsh Jaitli</td>
</tr>
<tr>
<td>7.</td>
<td>International Workshop on ReCite</td>
<td>Dec. 6 - 11, 04</td>
<td>Porto Allegre</td>
<td>Manoj Rai Shalini Grover</td>
</tr>
<tr>
<td>8.</td>
<td>Logo Link Regional Partners Meeting</td>
<td>Dec. 6 - 11, 04</td>
<td>Sao Paulo, Brazil</td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>Lessons Learning From Actions Co-Financed with NGO organised by the European Commission</td>
<td>March 2 - 3, 05</td>
<td>Bangkok</td>
<td>Kaustuv Kanti Bandhyaopadhyay</td>
</tr>
<tr>
<td>11.</td>
<td>Commonwealth Local Government Forum</td>
<td>March 14-18, 05</td>
<td>Aberdeen, Scotland</td>
<td>Manoj Rai</td>
</tr>
</tbody>
</table>

During the year, Dr. Rajesh Tandon spent the month of July 2004 at UVic and 4 weeks (October-November) at Hauser Centre, Harvard University, Boston in mini sabbatical.
Institutional Overview

Treasurer’s Report

The Audited Accounts of PRIA, together with the Audit Report have been circulated. We indicate below the details:

Results for the year ended 31st March 2005

<table>
<thead>
<tr>
<th>INR (Million) Year ended 2004</th>
<th>INCOME</th>
<th>INR (Million) Year ended 2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>70.60</td>
<td>Grants</td>
<td>80.95</td>
</tr>
<tr>
<td>04.38</td>
<td>Others</td>
<td>07.51</td>
</tr>
<tr>
<td>07.84</td>
<td>Interest</td>
<td>04.08</td>
</tr>
<tr>
<td>82.82</td>
<td>Total</td>
<td>92.54</td>
</tr>
</tbody>
</table>

EXPENDITURE

<table>
<thead>
<tr>
<th>EXPENDITURE</th>
<th>INR (Million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme</td>
<td>66.65</td>
</tr>
<tr>
<td>Administration</td>
<td>14.23</td>
</tr>
<tr>
<td>Depreciation</td>
<td>02.42</td>
</tr>
<tr>
<td>Total</td>
<td>83.30</td>
</tr>
</tbody>
</table>

11.01 Excess of Income Over expenditure 09.24

The recommendation made in the Management System and Accounts Manual have been implemented; some of the recommendations shall be implemented from the Financial Year 2005-06.

The guidelines issued by the Institute of Chartered Accountants is taken into consideration wherever possible in the preparation of the statements.

The services of a scholar from S.P. Jain Institute of Management and Research was utilized to study the costing system in PRIA. The objective was to find areas of improvement, to arrive at reasonable method and basis of treatment and allocation of indirect cost, to be used for budgeting purpose in PMU. The report was submitted with certain recommendations. PRIA is studying the recommendations, and will implement those recommendations which are relevant and useful for PRIA’s Vision and Mission.

During the Financial Year we have transferred an amount of Rs.50.00 Lakhs to the Corpus fund which has been invested in the Reserve Bank of India’s 8% Bonds.

Like last year, the procedure of the budget preparation for the current year have been made on the basis of LFA.

Internal Auditor followed the new Terms of Reference given to her, and 100% vouching has been done by her, and corrective measures have been taken.

The Management Audit report for the year has been discussed by the board.

K. Shivakumar
Treasurer, PRIA

Dated: 18 May, 2005
### Financial Summary, 2004-2005

#### Rs. in Million

**BALANCE SHEET**

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>AMOUNT IN INR As on 31.3.2005</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
</tr>
<tr>
<td>Cash &amp; Bank Balance</td>
<td>34.89</td>
</tr>
<tr>
<td>Sundry Receivable</td>
<td>0.09</td>
</tr>
<tr>
<td>Loans and Advances</td>
<td>14.30</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>49.28</strong></td>
</tr>
<tr>
<td><strong>OTHER CURRENT ASSETS</strong></td>
<td></td>
</tr>
<tr>
<td>Investments</td>
<td>47.97</td>
</tr>
<tr>
<td>Fixed Assets</td>
<td></td>
</tr>
<tr>
<td>(Furniture, Equipments etc.)</td>
<td>8.55</td>
</tr>
<tr>
<td><strong>Total Other Current Assets</strong></td>
<td><strong>56.52</strong></td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>105.80</strong></td>
</tr>
</tbody>
</table>

| LIABILITIES                     |                                |
|---------------------------------|                                |
| Capital Fund Balance            | 100.47                         |
| Reserve & Surplus               | 0.54                           |
| **Total**                       | **101.01**                     |

| CURRENT LIABILITIES & PROVISIONS|                                |
|---------------------------------|                                |
| Expenses Payable                | 4.79                           |
| **Total Current Liabilities**   | **4.79**                       |
| **Total Liabilities**           | **105.80**                     |

**INCOME & EXPENDITURE AND FUND BALANCE**

<table>
<thead>
<tr>
<th>INCOME</th>
<th>AMOUNT IN INR As on 31.3.2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research &amp; Training Grants</td>
<td>80.95</td>
</tr>
<tr>
<td>Donations &amp; Contributions</td>
<td>7.51</td>
</tr>
<tr>
<td>Interest</td>
<td>4.08</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>92.54</strong></td>
</tr>
</tbody>
</table>

| EXPENDITURE                     |                                |
|---------------------------------|                                |
| Total Programme Expenditure     | 66.65                          |
| Other Expenditure               |                                |
| Administrative                  | 14.23                          |
| Depreciation on Fixed Assets    | 2.42                           |
| (Furniture, Equipments etc.)    |                                |
| **Total Other Expenditure**     | **16.65**                      |
| **Total Expenditure**           | **83.30**                      |

| Excess of Income Over Expenditure | 9.24 |
| Total                             | 92.54 |

Capital Fund Balance as on April 01, 2004 91.23
Add: Excess of Income Over Expenditure 9.24
Capital Fund Balance as on March 31st, 2005 100.47

Note:
All figures are in INR Million (’000,000)
Extracted from Audited Statement of Accounts 2004-2005

Statutory Auditors:
Charnalia, Bhatia & Gandhi
Chartered Accountants
**ANNUAL REPORT 2004-2005**

**PROGRAMME EXPENDITURE CHART 2004-2005**

**Total Programme Expenditure**: Rs. 66.65

- **Strengthening Civil Society**
  - Rs. 21.90 (32.86%)
- **Reforming Governance Institution (Urban)**
  - Rs. 10.02 (15.03%)
- **Reforming Governance Institution (Rural)**
  - Rs. 32.79 (49.20%)

**INCOME CHART 2004-2005**

**Total Income**: Rs. 92.54

- **Grants**: Rs. 80.95 (87.48%)
- **Interest**: Rs. 04.08 (04.40%)
- **Others**: Rs. 07.51 (08.12%)

**EXPENDITURE CHART 2004-2005**

**Total Expenditure**: Rs. 83.30

- **Programme**: Rs. 66.65 (80.01%)
- **Administration**: Rs. 14.23 (17.08%)
- **Depreciation**: Rs. 02.42 (02.91%)
Governing Board

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

Key Resource Providers

- CORDAID, The Netherlands
- IIIZ/DVV, Germany
- Institute of Development Studies (IDS), UK
- Ministry of Panchayati Raj, Government of India, New Delhi, India
- Swedish International Development Agency (Sida), New Delhi, India
- Swiss Agency for Development and Cooperation (SDC), New Delhi, India
- The Ford Foundation, New Delhi, India
**Offices**

- **PRIA OFFICES**
  - **PRIA HEAD OFFICE**
    42, Tughlakabad Institutional Area, New Delhi-110062
    Phone : 91-11-2996 0391/32/33, 2995 5677, 2995 6908, 2995 6872, 2995 8508
    Fax : 91-11-2995 5183/2995 5819
    E-mail : info@pria.org
  - **Andhra Pradesh**
    PRIA
    3-532/1, Flat No. S-2 (3rd Floor), Rangaswamy Mansion, Street No.7, Himayatnagar, Hyderabad-500 029, A.P.
    Phone : 040-27651744
    Telefax : 040-27623532
    E-mail : ap@pria.org
  - **Chhattisgarh**
    PRIA
    Plot No. 52, Gitanjali Housing Society, Sector 1, Raipur - 492007, Chhattisgarh
    Phone : 0771-2017840
    E-mail : madhubani@pria.org
  - **Haryana**
    PRIA
    House No. 2329, Second Floor, Sector 35-C, Chandigarh - 160 022, Haryana
    Phone : 0172-5017840
    E-mail : chandigarh@pria.org
  - **Himachal Pradesh**
    PRIA
    B-11, Sector 2, Phase-I, New Shimla, Shimla-171 009, Himachal Pradesh
    Phone : 0177-2671309
    E-mail : Shimla@pria.org
  - **Jharkhand**
    PRIA
    Jharkhand Resource Centre, A-21, Ashok Vihar Ranchi-834002, Jharkhand
    Phone : 0334-2577409
    E-mail : jharkhand@pria.org
  - **Rajasthan**
    PRIA
    S-28, Geeth Garh Vihar (Near Nandpuri Market), Bais Godam, Jaipur - 302 006, Rajasthan
    Phone : 0141-2216 013
    E-mail : jaipur@pria.org
  - **Uttaranchal**
    PRIA
    Post Box No. 12, Debi Niwas Tallital, Nainital - 263202, Uttaranchal
    Tel : 05942-232939
    E-mail : nainital@pria.org
  - **Bihar**
    PRIA
    H.No. 277, Ward 16, C/o Gouri Shanker Sah, Tirhut Colony, Madhubani - 847 211, Bihar
    Phone : 06276-226243
    E-mail : madhubani@pria.org
  - **Cencored**
    A-16, Buddha Colony, Patna-800001, Bihar
    Phone : 0612-2523858
    Fax : 0612-2523857
    E-mail : sansarg@rediffmail.com; sansarg1@sancharnet.in
  - **Others Key Partners**
    - **Himalayan Action Research Centre**
    744, Indira Nagar Phase - II, P.O. New Forest, Dehradun-248 006, Uttaranchal
    Phone : 0135-2760121
    Fax : 0135-2764517
    E-mail : information@harc-india.org
    - **Lok Jagriti Kendra**
    52, BighaAt/PO Madhupur, Distt.- Deoghar-815 353, Jharkhand
    Phone : 06438-224562/224264
    Fax : 06438-224380
    - **SPARC**
    Khetwadi Marathi Upper Primary School, 2nd Floor, Khetwadi 1st lane Girgaon, Mumbai - 400 004
    Phone : 022-2386 5053/2385 8785/2380 1266
    Fax : 022-2388 7566
    E-mail : sparc@vsnl.in
    - **Gram Vikas**
    Mohuda Post, Via Berhampur Distt. Ganjam- 760 002, Orissa
    Phone : 0680-2261862
    Fax : 0680-2261862
    E-mail : info@gramvikas.org
    - **Centre for Youth & Social Development**
    E-I, Institutional Area (Near Survey Bhavan), Regional Research laboratory Post Bhubaneswar - 751 013, Orissa
    Phone : 0674-2300983, 2301725, 2301339, 2300774
    Fax : 0674-2301226
    E-mail : cysdbbsr@sancharnet.in
### ANNUAL REPORT 2004-2005

**PRIA Staff**

<table>
<thead>
<tr>
<th>NEW DELHI</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dr. Rajesh Tandon</strong></td>
<td><strong>President</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>President’s Office</strong></td>
<td>- K. L. Bhatt</td>
<td>- Bindu Baby</td>
<td>- Manoj Rai</td>
<td>- G. Umashankar</td>
<td>- Jose George</td>
<td></td>
</tr>
<tr>
<td><strong>Panchayati Raj Institutions</strong></td>
<td>- K. K. Bhandopadhyay</td>
<td>- Purvi Dass</td>
<td>- Pradeep Sharma</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Civil Society Building</strong></td>
<td>- Shagun Mehratra</td>
<td>- Shalini Grover</td>
<td>- Nilanjan Ghose</td>
<td>- Anil Bala</td>
<td>- Joseph P. P.</td>
<td></td>
</tr>
<tr>
<td><strong>Urban Governance</strong></td>
<td>- Mathai Joseph</td>
<td>- Namrata Jaiti</td>
<td>- Pushpita Bandopadhyay</td>
<td>- Furgan Khan</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Management Support Centre</strong></td>
<td>- Martha Farrell</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Library</strong></td>
<td>- Ashok Kumar</td>
<td>- Syed Zakir Husain</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project Monitoring Unit</strong></td>
<td>- Mathal Joseph</td>
<td>- Namrata Jaiti</td>
<td>- Pushpita Bandopadhyay</td>
<td>- Furgan Khan</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Finance &amp; Accounts</strong></td>
<td>- Girish Basin</td>
<td>- M.P. Awasthi</td>
<td>- Jose Xavier</td>
<td>- Ramesh Chand</td>
<td>- Surjit Singh</td>
<td></td>
</tr>
<tr>
<td><strong>Field Support</strong></td>
<td>- Vijay Rawat</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>HR &amp; Admn.</strong></td>
<td>- K. S. Chouhan</td>
<td>- Veena Verma</td>
<td>- Satheesan. T</td>
<td>- Satish Samudre</td>
<td>- Satish C. Bhatt</td>
<td>- Rakesh Sharma</td>
</tr>
<tr>
<td><strong>Admin.</strong></td>
<td>- Lal Chand</td>
<td>- Anand Bhatt</td>
<td>- Ram Sumiran</td>
<td>- N. Subramanian</td>
<td>- Ajit Verma</td>
<td>- Arvind Bhargava</td>
</tr>
<tr>
<td><strong>Civil Society Building</strong></td>
<td>- Shagun Mehratra</td>
<td>- Shalini Grover</td>
<td>- Nilanjan Ghose</td>
<td>- Anil Bala</td>
<td>- Joseph P. P.</td>
<td></td>
</tr>
<tr>
<td><strong>Urban Governance</strong></td>
<td>- Mathai Joseph</td>
<td>- Namrata Jaiti</td>
<td>- Pushpita Bandopadhyay</td>
<td>- Furgan Khan</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Management Support Centre</strong></td>
<td>- Martha Farrell</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Library</strong></td>
<td>- Ashok Kumar</td>
<td>- Syed Zakir Husain</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project Monitoring Unit</strong></td>
<td>- Mathal Joseph</td>
<td>- Namrata Jaiti</td>
<td>- Pushpita Bandopadhyay</td>
<td>- Furgan Khan</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Finance &amp; Accounts</strong></td>
<td>- Girish Basin</td>
<td>- M.P. Awasthi</td>
<td>- Jose Xavier</td>
<td>- Ramesh Chand</td>
<td>- Surjit Singh</td>
<td></td>
</tr>
<tr>
<td><strong>Field Support</strong></td>
<td>- Vijay Rawat</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>HR &amp; Admn.</strong></td>
<td>- K. S. Chouhan</td>
<td>- Veena Verma</td>
<td>- Satheesan. T</td>
<td>- Satish Samudre</td>
<td>- Satish C. Bhatt</td>
<td>- Rakesh Sharma</td>
</tr>
<tr>
<td><strong>Admin.</strong></td>
<td>- Lal Chand</td>
<td>- Anand Bhatt</td>
<td>- Ram Sumiran</td>
<td>- N. Subramanian</td>
<td>- Ajit Verma</td>
<td>- Arvind Bhargava</td>
</tr>
<tr>
<td><strong>Civil Society Building</strong></td>
<td>- Shagun Mehratra</td>
<td>- Shalini Grover</td>
<td>- Nilanjan Ghose</td>
<td>- Anil Bala</td>
<td>- Joseph P. P.</td>
<td></td>
</tr>
<tr>
<td><strong>Urban Governance</strong></td>
<td>- Mathai Joseph</td>
<td>- Namrata Jaiti</td>
<td>- Pushpita Bandopadhyay</td>
<td>- Furgan Khan</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Management Support Centre</strong></td>
<td>- Martha Farrell</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

**ANDHRA PRADESH**

**Hyderabad**
- Josyula Lakshmi
- Pavan Kare
- K. Shriram
- D. Mridula

**Mehboobnagar**
- Venkatesh Chereku
- R. Subramanyam Naidu
- K. Mamatha

**Vizag (Vishakhapatnam)**
- K. Srinivas Rao
- B. Satya Narayana Sharma
- G. Kannadi
- Santoshi Rani

**HARYANA**

**Chandigarh**
- Shailendra Dwivedi
- Nitin Pandey
- Dhan Singh

**Mahendragarh**
- Priyanka Dale
- Diana Peters
- Kumar Saket
- Manish Kumar

**Fatehabad**
- Rajpal
- Surender Kumar

---

**HIMACHAL PRADESH**

**Shimla**
- Sujana Krishnamooorthy
- Leena Uppal
- Vikas Khanna
- Manoj Negi

**Hamirpur**
- Swati Dogra
- Narender Kumar

**Kangra**
- Kamleshwar Singh
- Mohini Kak
- Anoop Kumar

---

**UTTARANCHAL**

**Nainital**
- Harish Vashistha

**Champawat**
- Nitika Pant
- Yogesh Kapse
- Kakul Shelly

---

**JHARKHAND**

**Dumka**
- Chandan Datta
- Sajjad Majeed
- Sanchita Roy
- Naveen Kumar

**Jamtara**
- Tapash Mukherjee
- Rajendra Singh

**Pakur**
- Sudipto Banerjee
- Mona Verma

---

**BIHAR**

**Patna**
- Premendra Kumar

**Madhubani**
- Mohan Lal Yadav

---

**CHHATTISGARH**

**Raipur**
- Shrinivas Rao
- Binu Arockal
- Khatibullah
- Vaishali Lonkar
- Monica Maurya
- Gajendra Sahu

**Rajnandgaon**
- Rashmi Panigrahi
- Veena Dhakadey
- Siddhartha Sharma
- Amitabh Majumdar

---

**RAJASTHAN**

**Jaipur**
- Priti Sharma
- Anju Dwivedi
- Alok Pandey

**Karauli**
- Rajesh Kumar

---

*As on 31st March, 2005*
ELECTIONS AND GRASSROOTS DEMOCRACY

**Empowering women sarpanches…**

*The Grassroots*, March, 2005

For women sarpanches of panchayats…

…forward to re-broadcast these programmes. Local NGOs have been conducting radio training for the newly elected sarpanch representatives of their villages for a period of a month. The training programmes have been conducted in three rounds. The first round was held from February 1 to March 5, 2005, and the second round was held from March 6 to April 15, 2005. The third round was held from April 16 to May 31, 2005. The training programmes were conducted in rural areas of the state of Madhya Pradesh. The training programmes were conducted in rural areas of the state of Madhya Pradesh. The training programmes were conducted in rural areas of the state of Madhya Pradesh. The training programmes were conducted in rural areas of the state of Madhya Pradesh.

**POWER drive in Uttar Pradesh…**

*Sahara Time*, July 10, 2004

An innovative campaign to mobilize women for strengthening grassroots democracy in Uttar Pradesh promises hope for the forthcoming panchayat elections next year. The Panchayat Orientation for Women Empowerment and Reinforcement (POWER) was confined to eastern and central Uttar Pradesh. But such was its impact that rural women organizations in the remaining part of the state have started demanding a similar campaign in their areas.

**PRIA’s initiative shows active voter’s participation…**

*Central Chronicle*, Feb 16, 2005

…PRIA’s initiative in ensuring voter’s participation and creating awareness through its Pre-Election Voters Awareness Campaign (PEVAC) launched in different clusters is very much visible from the increase in the polling percentage witnessed in the panchayat elections 2005 in the state. Set aside this there is also reduction in the public representation for panchayat getting elected unopposed and also reduction in the seats for panch and sarpanch where no nominations were filed.

**POLICY ADVOCACY & SUPPORT**

**Generating Multiplier Impacts**

Using radio in mobilising rural masses

Following the successful demonstration of the use of radio for strengthening local self-governance by PRIA, a NGO working to strengthen local self-governance across the country, Indira Gandhi National Open University (IGNOU) has now come forward to re-broadcast these programmes. Many of which were produced in local dialects to engage citizens in rural areas through its Gyan Vani channel across the country.

**SUPPORTING LEARNING ON GOVERNANCE**

**Dalits can lead…**

*The Hindu*, 10th June, 2004

…By the very nature of Indian society’s hierarchical stratification over centuries, lower caste communities have remained relatively powerless in rural and urban areas. The systematic and historical domination by upper caste groups implied that the said constitutional provisions is likely to be resisted fiercely. So, it is not at all surprising to despite being elected to public offices, a vast majority of the Dalit representatives are unable to effectively perform their duties….

**More funds sought for Panchayati Raj Institutions**

*The Hindu*, 16th June, 2004

…The participants in a consultation on the status of Panchayati Raj in the state (Rajasthan) pointed out that while the financial condition of panchayat bodies should be improved, they should also be encouraged to develop their own resources and fully utilize the funds allocated to them. …The consultation focused on the finance of Panchayati Raj Institutions (PRIs) at the earliest so that they can discharge their responsibilities effectively.

**Impact training to newly elected panchayat representatives: Tandon**

*Hindustan Times*, March 5, 2005

Bhopal: Madhya Pradesh government must organize training for the newly elected members of Panchayati Raj Institutions (PRIs) at the earliest so that they can discharge their responsibilities effectively. …Dr Rajesh Tandon, president of PRIA, today said here. …He stressed on the fact that elected members from marginalized sections should be given special attention during the training and the state must complete the training programme within next one year.

**CITIZENS’ COUNT**

**Participation, Citizenship and Governance**

**Lokvriksh’s initiative to strengthen Panchayats**

…PRIA’s initiative in ensuring voter’s participation and creating awareness through its Pre-Election Voters Awareness Campaign (PEVAC) launched in different clusters is very much visible from the increase in the polling percentage witnessed in the panchayat elections 2005 in the state. Set aside this there is also reduction in the public representation for panchayat getting elected unopposed and also reduction in the seats for panch and sarpanch where no nominations were filed.

**INSTITUTIONAL STRENGTHENING**

**Bilateral Aid**

NGOs oppose finance ministry lens on foreign funding…

*Economic Times*, March 22, 2005

…NGOs say in the new regime, each project involving foreign funding will travel between the finance ministry and a nodal ministry. NGOs argue such a situation is totally against the ethos of the voluntary sector, that promotes development programmes managed by the community.

The bone of contention is an amendment to the guidelines for receiving foreign aid from bilateral partners, made by the department of economic affairs in the finance ministry.

The guidelines were issued in September (last year) and revised in January this year.