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.
Chairperson's Reflections  ➤  3
Overview  ➤  5
Operationalising the New Strategy  ➤  7
Intensive Intervention Sites  ➤  10
Micro Highlights  ➤  12
Meso Initiatives  ➤  22
Macro Outreach  ➤  35
Institutional Strengthening  ➤  50
Key Publications  ➤  55
Treasurer's Report  ➤  58
Financial Summary  ➤  59
Governing Board  ➤  61
Key Resource Providers  ➤  61
Offices  ➤  62
PRIA Staff  ➤  63
'Good Governance' is an over used phrase which translates to imply something in actions, outputs and impact. Its no mystery why the two G words, Globalisation and Governance go hand in hand. While globalisation has crept into all our lives and impacts all choices or lack of them, governance still remains elusive and its structures and systems elude those who need it the most - the vast majority of the poor, both rural and urban. India has embraced globalisation, not to do so would be suicidal in today’s world economic order. But globalisation without governance means increasing of inequity and exacerbating existing social, political, cultural and economic distance between those who benefit from globalisation and those who don’t. This year’s annual report of PRIA comes soon after the national elections in India when the message from the people to the national government also suggests that balancing globalisation with a commitment to making change work for all, is loud and clear.

PRIA with its focus on 'Governance where people matter' that has emerged from the reflections in the past few years seeks to make a contribution to that process. By restructuring itself to explore strategies, practices, engagements and negotiations which will deepen the potential role for civil society organisations to address issues of equity and social justice, it sets up new challenges for itself and its sector of NGOs who want to play a crucial role in this fast changing situation.

Its internal restructuring, which my fellow board members and I hope to facilitate, seeks to create within PRIA a capacity to achieve scale so that the outreach is located in a substantial number of states and districts. It seeks to produce strategies and rituals of engagement between civil society organisations, community organisations and the various institutions of government at various levels as well as other institutions in public and private sectors whose choices of action and policy impact the lives of the rural and urban poor.

This has meant a steep learning curve for all in PRIA including all of us on the Board. PRIA has initiated a strategy of creating stable internal institutional expansion while simultaneously working on new processes on the ground - challenges that the President and his senior colleagues have taken head on. By working directly in some states and through other CSO and partner organisations, PRIA has expanded its role from playing a support organisation to the sector, to directly working on the ground itself. We explore this difficult path because we believe that this process as it evolves and deepens will demonstrate strategies, impact assessments and measurable outputs which will strengthen the voluntary sector’s repertoire of intervention and mobilisation strategies.

The activities of the last year demonstrate the wide span of activities that PRIA has to undertake to play a role in the Civil Society sector, in deepening the range of strategies needed to organise at scale, to engage the
state, donors and peers in orchestrating possible changes needed to demand better governance structures, making these processes transparent and accessible to the poorest.

I take over as the Chair of PRIA in the midst of this transformation, where Prem Chadha who has been deeply committed to PRIA and having participated actively in this restructuring process, supporting Rajesh and the staff to design the architecture and management of PRIA in these last few years. His assurance that he will continue to do so after stepping down helps me and my colleagues on the PRIA Board cope with his absence. Embracing change, aspiring to make a difference and creating institutional mechanism to do so are the need of the hour, and all of us in the voluntary sector have to take the plunge to explore innovations that helps the poor explore the risky business of getting empowered. We have to work at scale that produces a demand for governance and equity that emanates from that to demonstrate change can happen. Most vitally, we have to create the bridge between the institutions of the state and the poor to make development accountable to issues of poverty. We at PRIA have clearly made that choice and we will make a difference!

Sheela Patel
Chairperson

May, 2004
As mentioned in the Annual Report of last year, the new strategic plan of PRIA “Governance Where People Matter” was operationalised during 2003-04. Consequently, organisational restructuring was undertaken and improved systems were put in place. The process during the year, from my vantage point, has been very satisfactory.

Emerging results of that operationalisation and restructuring have begun to show significant progress in some of the Key Result Areas. Setting-up and making functional District level micro interventions through District Resource Centres (DRCs) has been a major task. Likewise, setting up and strengthening meso level interventions through State Resource Centres (SRCs) has progressed further. Making macro level thematic teams functional has also been a satisfactory process. In this manner, leadership and decision-making in PRIA has become further disbursed and decentralised.

As described in some detail in this report, PRIA’s outreach through 17 states, 95 districts, 53 municipalities and 3,584 Gram Panchayats is indeed substantial. PRIA/Partner engagement and support to 47,392 elected representatives of local bodies in rural and 671 elected representatives of urban areas, and empowerment of 21,018 community based civil society organisations and 8,075 citizen leaders at local levels is preparing the base for stimulating wide-spread bottom-up processes in the country. No less significant is the support provided to 28,469 women leaders towards their empowered engagement with governance institutions. During this year, the above outreach represents nearly fifty percent increase over the previous year.

Yet, in the context of the scale, complexity and diversity of challenges posed by continued poverty, marginalisation and discrimination in the country, these efforts still appear miniscule. It is hoped that new conditions at national and international levels will perhaps support, if not undermine, these new initiatives, models, approaches, experiments and voices from below.

Many programmatic interventions mentioned in the Annual Report last year have reached a level of fruition during the year. Several initiatives outlined in my Overview in the Annual Report of last year have been realized during this year. The main body of this Annual Report presents details on the same, and many others.

We are specially proud to mention the publication of ‘Occupational Health in India: 20 years of PRIA’s Intervention’, documenting PRIA’s efforts and experiences in the field of Occupational and Environmental Health over the past two decades. We need to strategise, with inputs from our partners, in order to take this theme forward in the next phase.

During the year, PRIA’s partnerships with government, donors and civil society organisations has been further strengthened. Relationships with collaborative partners jointly implementing the programmes in
different states, under the new framework of 'Governance Where People Matter' have been further systematised to ensure mutual learning, joint planning and collective strategising.

PRIA's relationships with donors have become more productive and ongoing. During the year, senior programme personnel from PRIA's long-standing partners IIZ/DVV (Germany) and CORDAID (Holland) made visits to learn from the field and share their perspectives with us. A new process of joint learning through a common platform has been initiated with SDC, New Delhi. A new five-year programme with flexible institutional support has been formalised with Sida, New Delhi following a significant exercise of Institutional Appraisal of PRIA conducted by an external team comprising of Dr. Mark Robinson and Mr. M S S Varadan.

The appraisal contributed to the evolution of a more focused planning (a revised LOGFRAME) and a decision to target micro interventions in 12 states, while building more strategic alliances for mutual learning in others. It also highlighted the need for strengthening capacities at the meso level to engage state governments more proactively. One of the recommendations of the appraisal, which PRIA's Governing Board has rigorously taken forward since then, is Institutional Strengthening of PRIA for long-term sustainability.

This issue acquires greater significance in the present changing political context. During the year, the Government of India announced a new policy for bilateral donors. India's new international image of a software giant and dynamic economy is influencing public (and political) opinions that "India Shining" does not need any further aid and support. As a result, international support for Indian civil society, particularly organisations like PRIA which focus on grassroots empowerment and governance reform, is likely to decline rapidly. PRIA's Governing Board initiated a year-long exercise to identify areas of new opportunity that match with its core competence. A major restructuring of PRIA's system of institutions has begun, and can only be accomplished with active support of PRIA's partners, well-wishers and donors. Lastly, PRIA's Governing Board also underwent a significant transition last year. Prem Chadha stepped down as Chairperson after a decade of committed and visionary leadership and service to, PRIA. We will miss him dearly in this role, but are assured of his ongoing support to future PRIA as it evolves over the next period.

During the year, we lost one of the founder members of PRIA - Dr. Om Shrivastava. Om was a source of much inspiration and support to PRIA and its programmes during the early years.

I want to warmly welcome Sheela Patel as the new Chairperson of the Governing Board of PRIA.

Rajesh Tandon
President, PRIA

May 2004
OPERATIONALISING THE NEW STRATEGY

The new strategic framework of PRIA "Governance Where People Matter" is an attempt to integrate and converge different interventions in a holistic manner. The overall objective is "to improve the standard of living of marginalised families through their active participation in the effective utilisation of developmental resources".

It is hoped that PRIA's direct interventions will yield two clear impacts:

- Effective voice of new leadership
- Transparent and accountable self-governing institutions

In order to operationalise this programme framework, two broad categories of interventions have been attempted:

**Strengthening Civil Society**

is a bottom-up process for generating pressure from below and articulation of demands from the marginalised sections of society. The aim is that clear, collective, coherent and concerted voices of the new leadership of the marginalised (women, dalits, tribals, minorities) will be the result of various such interventions.

**Reforming Governance Institutions**

is a process of sensitisation, orientation and capacitation of elected representatives and government officials so that they can respond to, and supply resources towards, the priorities and needs being articulated through such voices.

PRIA's interventions then attempt to build new linkages between these voices and governance institutions creating and sustaining interface between demand and supply, voice and response.

Operationalisation of this strategic framework of "Governance Where People Matter" built upon and strengthened previously created linkages and structures. At the **micro** level, the District became a focal point, as reflected in the operating structure of the District Resource Centre (DRC). Within each district, practical experimentation was undertaken in operationalising the new framework. Interventions in Panchayati Raj Institutions (PRIs) were anchored through Panchayat Resource Centres (PRCs), which were already operating in many intensive sites. Interventions in Municipalities were anchored through Urban Resource Centres (URCs). PRCs are operational at the block level; URCS operate at a municipality level. Within the district, programmes are carried out directly by PRIA in some intensive sites, and extensively with other partners in civil society within the district.

At the **meso** level, State Resource Centres (SRCs) are structures for operationalising interventions at the state level. SRCs, first and foremost, support micro units (DRCs, PRCs, URCS, etc.) in their experiments on the ground. More importantly, SRCs draw lessons from micro - experiments for two activities:

**Multiplier effect**, by encouraging other civil society actors to undertake similar interventions at micro-levels in order to scale - up the impact.

**Policy advocacy** with state government institutions, donors and other para-statals for creating an enabling policy and legislative environment.
The lessons from micro and meso levels are the building blocks of **macro** interventions at national and international levels. These interventions support micro and meso programme work, given the newness and complexity of the strategic framework. In addition, macro interventions also seek to scale-up impact through multiplier effect and policy advocacy.

Schematically, the new strategic framework can be shown as below:

Programmatic interventions of PRIA in this period continue to comprise of a synergy of activities through **knowledge building, capacity building** and **policy advocacy**.
During the year 2003 - 04, the operationalisation of the new strategic framework ‘Governance Where People Matter’ as described above was spread out in the following manner:

**Spread of PRIA and Partners**

<table>
<thead>
<tr>
<th>Category</th>
<th>States Covered</th>
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<tbody>
<tr>
<td>No. of states</td>
<td>17</td>
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<tr>
<td>No. of districts</td>
<td>95</td>
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<tr>
<td>No. of local bodies</td>
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<td>(3,584 rural + 53 urban)</td>
<td>3,637</td>
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<td>No. of elected</td>
<td>48,063</td>
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<td>representatives oriented</td>
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<td>(47,392 rural + 571 urban)</td>
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<tr>
<td>No. of civil society partners engaged:</td>
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<tr>
<td>CBOs</td>
<td>21,018</td>
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<tr>
<td>VOs</td>
<td>712</td>
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<tr>
<td>Partners</td>
<td>31</td>
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<tr>
<td>RSOs</td>
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*CBOs - Community Based Organisations
VOs - Voluntary Organisations
RSOs - Regional Support Organisations

While the states covered remain the same, the coverage is nearly 50% more than the previous year. A list of locations of these intensive intervention sites is mentioned ahead. In order to assure greater depth and better quality of interventions, coverage of intensive areas is being curtailed from those states where SRC structures are not operational (Maharashtra, Tamilnadu, Orissa, Sikkim and Assam). The remaining 12 states have been classified into:

- **Category I** (PRIA direct): Andhra Pradesh, Haryana, Himachal Pradesh, Jharkhand
- **Category II** (Partner direct): Gujarat, Kerala, Madhya Pradesh, Uttar Pradesh
- **Category III** (PRIA & Partner together-direct): Bihar, Chhattisgarh, Rajasthan, Uttarakhand
### INTENSIVE INTERVENTION SITES

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<tr>
<th>State Resource Centre (SRC)</th>
<th>District Resource Centre (DRC)</th>
<th>Panchayat Resource Centre (PRC)</th>
<th>Urban Resource Centre (URC)</th>
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<td>Kerala</td>
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<td>- Kasargod</td>
<td>- Intensive coverage in</td>
<td>- Kasargod</td>
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<td>2 blocks</td>
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<td>- Ghughly</td>
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**Category III States**

**Bihar**
- Madhubani
- Benipatti
- Madhubani
- Muzzafarpur
- Bochahan
- Gaighat*
- Kanti
- Motiipur

**Chhattisgarh**
- Rajnandgaon
- Sarguja
- Intensive coverage in 6 blocks
- Ambikapur*

**Rajasthan**
- Jodhpur
- Bilara
- Mandore
- Bilara
- Karauli
- Govindgarh (Dist. Jaipur)
- Alsisar (Dist. Jhunjhunu)
- Karauli

**Uttaranchal (Dehradun)**
- Chamoli
- Joshimath
- Gairsainh
- Gapeshwar*
- Bhilangana (Dist. Tehri)
- Naugan (Dist. Uttarkashi)
- Yamkeshwar* (Dist. Pauri)

**Uttaranchal (Nainital)**
- Champawat
- Barakot
- Champawat
- Betalaghat (Dist. Nainital)
- Pithoragarh (Dist. Pithoragarh)
- Khatima
- (Dist. Udhamsingh Nagar)

**Pilot States (2003 - 2004)**

**Maharashtra**
- Ratnagiri
- Chiplun
- Guhaghar
- Khed
- Aurangabad (Dist. Aurangabad)
- Nanded
- Biloli
- Loha
- Mukhed
- Naigaon

**Tamilnadu**
- Kanyakumari
- Kurunthancode
- Madurai
- Thirumangalam

*To be operationalised in the year 2004 - 2005*
While numerous experimentations have been carried out in a wide diversity of micro settings, this section presents some major highlights of the programme as it evolved during the year.

**Strengthening Citizen Leadership**

Building on the initiative begun in the previous year, real scaling up of efforts took place in strengthening local collectives and leadership of citizens. The figure in the map below gives an overview of the coverage:

**Number of citizen leaders and citizen collectives covered**

A wide variety of methods and tools have been developed in this effort. Ongoing support and informal consultations have been far more relevant than structured training programmes. In partnership with a local civil society organisation called CONARE, PRIA began strengthening citizen leadership interventions in Balmoor Mandal of Mahabubnagar in Andhra Pradesh. The constituency here was the tribal and backward population of the area. The activities undertaken included identification of citizen leaders from among the existing CBOs in the area (like Watershed Committees, Vidya Committees, Vana Samrakshana Samithis, Mother’s Committees, Chief Minister’s Empowerment of Youth Committees, Youth Associations, Mahila Arogya Sangams, Eco-development Committees, Village Tribal Development Committees, Self Help Groups etc.) and their orientation on the importance of participatory planning and Gram Sabha.

Numerous exposure visits have been facilitated to stimulate horizontal learning from peers. In addition, specific structured dialogues and interface events between citizen leaders and elected representatives/government officials were enabled to open up spaces of direct engagement by citizen leaders. An interface meeting between the
members of citizen collectives, citizen leaders, Gram Pradhans and officials from the forest department, health department and revenue department was organised in Mirzapur (UP). The participants became aware of the procedures and legal provisions pertaining to these departments and the development programmes that are being implemented by them. Citizen leaders also expressed their views about harassment and indifference from these departments. It was agreed that regular follow-up meetings would be undertaken.

Encouraging SHG linkage with Local Governance

Thousands of Self-Help Groups (SHGs), consisting primarily of women, are operating in the country today. Based on previous experience specific efforts were made to enable their linkages with Gram Panchayats and Nagar-palikas. During the year, 1361 SHGs in 13 states were facilitated to build these linkages.

- Acted as a pressure group for proper implementation of schemes meant for the poor and marginalised families.

In Naitri village, situated in Rawain Valley of Uttarakhal, a Self Help Group came into existence in 2000. Since then this group has been very active. The members of the group realized that there was no system of crop protection in the village. Neither had the Panchayat formed any such rule, which could protect the crops from being destroyed by wild and domestic animals. Women discussed this issue in their monthly meeting; they decided to organise a village meeting around the above issue. A Gram Sabha meeting was called and women proposed some rules to protect the crops from the animals and suggested that the panchayat should take the responsibility to implement these rules effectively. All the families present in the meeting agreed to the proposal, as it was a common problem. The system introduced in the village for crop protection is known as “Rakid Bandhan”. A watchman was appointed by the Panchayat to see whether the rules were being followed.

Gram Sabha Mobilisation

Gram Sabha is a constitutionally mandated village assembly with responsibility to take decisions in common public interest and to monitor the performance of elected representatives and government officials. By and large, Gram Sabhas do not meet regularly on their own initiative, have no quorum and discussions are limited to Sarpanch or Block Development Officers proclaiming laurels on past performance. Participation of women, dalits and other marginalised families in Gram Sabhas is weak, if not absent. Over the past several years, PRIA's interventions have aimed at mobilisation of the marginalised to

Members of SHG's Muzaffarpur district, Bihar

These SHGs played several roles:
- Provided support to elected women representatives in discharging their duties;
- Promoted participation of women in Gram Sabhas;
- Monitored the commitments made by Sarpanch & local government functionaries;
participate actively in Gram Sabha. As a building block of grass-roots democracy, Gram Sabha or Ward Sabha (for constituency of each elected representative) has to be enabled to function effectively. Civil society interventions are critical in this regard. PRIA continues to promote and deepen efforts towards Gram Sabha mobilisation throughout its intervention areas.

During the year, 3,584 Gram Sabhas were mobilised in 14 states (see map below). This coverage is nearly a third higher than the previous year. Numerous examples of interesting processes and exciting results are available from the field.

- In Haryana, Nari Network of Ratia, Fatehabad organised a gram sabha mobilisation campaign. The network wrote a formal letter to the Director of Panchayats informing them about the mobilisation campaign. They also sought help from the administration for an early release of dates at the block level. The network persuaded the block level officials for the timely intimation of dates. The Nari Network has a strong base in the Ratia block. They have around 10 to 15 members in almost all the gram panchayats in Ratia. Some members of the network volunteered to undertake the campaign in the panchayats in Ratia block. On reaching the village, the volunteers first visited the Sarpanch and explained the purpose of the mobilisation campaign. After this, they visited as many panches as possible in the village. Efforts were made to visit each woman panch. After meeting the elected representatives, the women made door-to-door visits in the gram panchayat and explained to each woman in the household the importance of gram sabha meetings. Volunteers distributed pamphlets with the message of gram sabha printed on it to educate the gram sabha members of their rights and duties. They also pasted posters, which mentioned the date, timing and venue of the gram sabha meeting. The village gurudwaras were also roped in during the gram sabha mobilisation. On the day of
the Gram Sabha the volunteers requested the gurudwara committees to announce the timing and venue of the gram sabha over loudspeakers. During the campaign, the volunteers also held ward level meetings with the community and explained the concept of gram sabhas to them. During these meetings the women openly discussed the problems that they were facing. They were then asked to attend the gram sabha meetings and place their demands in front of the panchayat.

Special Gram Sabhas were convened in Madhya Pradesh and Rajasthan to undertake authentic listing of Below Poverty Line (BPL) families during the official surveys undertaken. Samarthan mobilised 40 civil society organisations from 16 districts to get involved in this special Gram Sabha campaign, besides undertaking efforts in Sehore and Panna districts where their intensive programme is being undertaken. Likewise, in Rajasthan, Unnati facilitated special Ward Sabha discussions prior to the actual BPL survey in 25 Gram Panchayats of Jodhpur district. Discussions within the community revealed numerous discrepancies in the rating system adopted by the government.

In Gujarat, Unnati has promoted Panchayat Vikas Samiti (PVS), a citizens’ forum, to enable Gram Sabha mobilisation and discussion of key issues affecting the community.

In the gram sabha of Poshina, the sarpanch raised the issue of Gram Sewak’s irregular attendance and the gram sabha took note of this through a resolution. The said official has now become regular. The gram sabha also took note of the absence of government officials from the meeting resulting in a notice being served to them from the block office. In Dantral, gram sabha members insisted upon the presence of local primary teachers. In Matarvada, the PVS took up the issue of prior non-circulation of information about the agenda of gram sabha which resulted in postponing the meeting till proper procedures were followed. In Saragvala village of Dhokla block in Ahmedabad district, 210 members of gram sabha remained present in its meeting. For the first time in the village of 2,700 the meeting came live with active participation of the people. It raised hopes for social and economic development of the village. In Goriali village of Dwarka block, one woman panchayat member came with 20 other women gram sabha members to its meeting and raised their relevant issues for the first time. In Juni Dhreva village, the selection of beneficiaries for ‘Sardar Awas Yojana’ was done in the gram sabha, encouraged by the Mamlatdar and PRC. The case had been pending for the last 5 years.

In Alsisar, district Jhunjhunu, Rajasthan, ten Gram Sabhas have played an active role
in monitoring government drought relief programmes. It targeted gaining employment for poor families in these relief efforts. Special Ward Sabhas were also organised to identify authentic beneficiaries of various schemes. Gram Sabha meetings were also facilitated by PRIA partner, SRKPS, for public and transparent selection of women functionaries (Sathins) for the government’s women and child development programmes.

- In UP, large-scale efforts at Gram Sabha mobilisation have yielded positive results in terms of women’s participation in Gram Sabha meetings. Data gathered by partner organisation SSK (Lucknow, UP) from its intervention areas in Sitapur district, UP show a significant increase in women’s participation:

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Women's Attendance</th>
<th>Total Attendance</th>
<th>Quarter wise %age Increase</th>
<th>Women</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarter 1 (March 03)</td>
<td>3815</td>
<td>11190</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Quarter 2 (June 2003)</td>
<td>5351</td>
<td>14855</td>
<td>40.26</td>
<td>32.75</td>
<td></td>
</tr>
<tr>
<td>Quarter 3 (Sept. 2003)</td>
<td>6761</td>
<td>19031</td>
<td>26.35</td>
<td>28.11</td>
<td></td>
</tr>
<tr>
<td>Quarter 4 (Dec. 03)</td>
<td>7953</td>
<td>20006</td>
<td>17.60</td>
<td>5.12</td>
<td></td>
</tr>
</tbody>
</table>

Panchayat Information Kiosk (PIK)

PRIA partner Good Hope has developed a touch basis, multimedia, interactive Panchayat Information Kiosk (PIK) in Madurai, Tamil Nadu. The PIK contains information on rights and duties of elected representatives of PRIs, roles and responsibilities of gram sabha, budgets and finances of PRIs. The Tamil language and local visual PIK has been pilot tested in Thirumangalam Block in Madhurai for 3 months. During this period, 300 people made use of the Kiosk. Based on these lessons, the methodology of developing and promoting PIKs in Tamilnadu and beyond is being implemented.

Capacity Building of Elected Representatives

Orientation and ongoing capacity building of elected representatives of PRIs has been a
major arena of interventions by PRIA/Partners. Special and sustained attention has been given to enhancing the capacity of women, dalit and tribal elected representatives.

During the year, as shown in map (Pg.16), nearly fifty thousand (47,392) elected representatives were oriented/trained across 13 states.

Most elected representatives at the Gram Panchayat level are occupying these public positions for the first time. This is all the more so for women elected representatives. Hence, quick and timely orientation of elected representatives (within six months of their election) can go a long way in enabling them to perform their roles meaningfully. However, despite sustained pressure from PRIA/partners, most state governments have been indifferent to this task. Yet, whenever opportunities arise, PRIA attempts to collaborate with state governments to realise the objective of orientation of elected representatives.

After nearly three years of election in Haryana, HIRD began such a process of full coverage of all elected representatives through a two-day orientation. PRIA undertook this task in the districts of Fatehabad and Faridabad, covering 3,416 elected representatives. Similarly in Rajasthan, after three years of election, the state government organised orientation programme for elected representatives of PRIs. PRIA/partners in three districts of Jhunjhunu, Sikar and Karauli, covered 110 elected representatives during this intervention.

Efforts to motivate other state governments have continued parallel with direct orientation of elected representatives by PRIA/partners. In Bihar, PRIA, CENCORED and 25 other civil society organisations carried out a campaign ‘Panchayat Samvad’ in 18 districts, covering 6,678 elected representatives. Likewise, HARC and PRIA carried out PRJA orientation campaign for 2,368 elected representatives in 6 districts of Uttarakhand. In intensive areas of Vishakhapatnam and Mahabubnagar in AP, 2,151 elected representatives participated in the orientation campaign carried out by PRIA/partners.

Beyond immediate orientation, a wide variety of learning needs of elected representatives are responded to through structured capacity building interventions. In UP, 8,166 elected representatives (a third, women) participated...
in refresher programmes aimed at learning about micro-planning, BPL survey and conduct of Gram Sabha. Likewise, in Gujarat, following fresh elections to some Gram Panchayats in Jamnagar and Sabarkantha districts, nearly five hundred newly elected representatives attended an orientation programme. Some innovative approaches to capacity building of different tiers of PRIs are being evolved. In Mau district of UP, representatives of Zila Parishad, Kshetra, Panchayat and Gram Panchayats have begun a face-to-face discussion with government officials regarding areas of their responsibilities and mechanisms of mutual accountability.

Promoting Citizens Fora in Municipalities

In urban local body areas, except for Kerala, state legislations have not mandated Ward Committees. Mohalla Samitis (neighbourhood committees) have been promoted by PRIA/partners to engage citizens with issues of governance in Nagarpalikas and Nagar Panchayats. This is particularly relevant to PRIA’s strategy of focussing on small and medium towns in the intervention states and districts. Building on its pilot phase (effort 2000-02), interventions in small and medium towns were reinforced. There are nearly 4,730 small and medium towns (with population of less than a lakh) where half of India’s urban population is settled. Local level citizens’ fora in these towns are not widespread. PRIA’s interventions in small and medium size towns to reform urban governance are catalysed and nurtured through these citizens’ fora in selected wards of intervened urban local body areas.

These fora took a variety of initiatives with varying results.

- During the micro planning exercise in ward no. 14 in Gattukadapally, Khillaganpur (Mahabubnagar district of A.P.), a citizens group was formed to work with elected ward members. Among a number of issues identified, poor housing, no drainage and

**Note:**
- These citizen forum are variously termed as Ward Samitis, Mohalla Samitis, Mohala Vikas Samities, Mohala Committees etc. in different states.
- In Kerala, WCs are mandated and formed as per provisions of State Municipalities Act by the concern authorities.
irregular water supply were priorities. Ward member and citizens are together trying to get municipality officials to respond to their needs.

- Free Gunj mohalla, ward 16, Sehore municipality in MP, is largely inhabited by dalit families. The Mohalla Samiti formally organised itself to take up the issue of children’s education. Armed with a survey of the mohalla which identified 70 children willing to go to school, the Samiti launched a school with two volunteer teachers. A local bookseller made contributions towards stationery and books; the local elected representative is now talking about this achievement in the municipality.

- Mohalla Vikas Samiti and Nari Network have organised themselves in Ward 11 of Mahendragarh municipality in Haryana. Through their efforts, the local community renovated the community centre through volunteering, along with a contribution of Rs. 20,000/- from the district agency, after sustained pressure from the women’s group. This community centre is now being used as an information centre and a site for Jeevanshala (literacy class) for women.

- Based on a brief study of Jamtara town in Jharkhand, PRIA promoted the formation of a Nagarik Parishad comprising of 29 local citizens. The committee meets monthly to discuss a variety of problems faced by citizens of Jamtara like sewage, water, streets, etc. In the absence of any elected body (Jharkhand does not even have a legislation to create such bodies), the Nagarik Parishad engages with District Administration on these issues.

**Beedi workers of Rajnandgaon**

*Creating an enabling interface between citizens’ groups and relevant government departments is a crucial intervention in PRIA’s repertoire. After several months’ of ongoing support and capacity building of local women’s groups engaged in beedi-rolling, their interface begun with Labour Education Board. The two-day workshop focussed on health, education and livelihood issues. Following the workshop, leaders of these women workers met with local municipal elected representatives and officials. They discussed practical ways to improve basic health and education services to their families, and concrete linkages with NABARD/banks for alternative livelihood programmes.*
Multistakeholder Campaigns

As many municipalities in these towns lack adequate resources, and as most citizens feel distanced and alienated from municipal officials and elected representatives, PRIA has evolved a multi-stakeholder campaign approach to address some priority problems. Sanitation and water are universal problems of all citizens in these towns. The methodology of building such campaigns around sanitation in two towns highlights the processes of engaging different stakeholders in urban areas.

- With a burgeoning population of 70,000, Madhubani town in Bihar was too stretched and had scarce resources to provide even basic services. During monsoons, water overflowed from open (blocked) drains, onto the roads and in to houses, creating difficult conditions to walk and live in. An interest expressed by the people and Municipal Council to address this problem became the starting point for initiating public action. To this effect, a dialogue amongst various stakeholders was organised to galvanize public action on garbage disposal and drain cleanliness.

A follow-up action plan and several preliminary meetings with informal leaders in the community, led to initiation of a citizen-led campaign. The campaign, facilitated in one ward, helped the citizens to map the ward, generate personal material resources and form a core group to undertake key responsibilities. Each morning the campaign focused on creating awareness at the household and market level for disposing garbage in the bins, collecting the garbage, cleaning the streets and drains and disposing it in reclaimed land. Daily review exercise in the evenings helped citizens to analyse and set directions for the campaign.

To sustain the intervention with the community’s initiative, a Ward Cleaning Committee was formally organised consisting of active volunteers. This committee was oriented and supported to hold regular meetings, collect user fees from ward residents on a monthly basis and take decisions with regard to expenditure of the funds collected. In addition, they were enabled to contact businessmen for donations towards procurement of garbage bins. To reinforce a hygienic attitude, cultural events around major festivals, drove the message home. Posters and pamphlets were distributed along with local dailies to emphasize cleanliness. Liaison with government officials brought in legitimacy and much needed extra resources to support the campaign. The media in turn facilitated the campaign with regular highlights.

Interventions over the last eight months in one ward elicited responses from other Ward Commissioners, multiplying interventions in their respective wards for varying periods, devolving greater funds for
purchase of hardware cleaning equipments and most importantly evoking a public commitment. One spin-off of this movement has also resulted in change of leadership at the Municipal Council level, as the head was found unresponsive in utilising the funds earmarked for sanitation and cleanliness.

Following an exposure visit to some towns in Gujarat and Maharashtra, discussions in the Nagarpalika concentrated mainly on improving the sanitation system of Bilara town in Jodhpur district of Rajasthan. By the end of the deliberations, the chairman decided to decentralise the responsibility of sanitation to all the councillors who went on the tour. The chairman also decided to convene a meeting of all sanitation workers to orient them about the new scheme of operation.

This labour force was given ward-wise responsibility. Another order was issued whereby the councillors’ team, headed by the vice-chairman, got the right to directly oversee this drive and give suitable directives.

During the process, a number of meetings were held with the chairman and councillors. Various sites falling within the municipal limits where drought relief work was being carried out were visited, meetings were held with the councillors of these wards and discussions were held on how to get the prioritised work done.

*The results of this sanitation campaign have been remarkable. The wards that were littered with garbage round the year are now considerably cleaner. Many of the overflowing drains have been cleared. Besides this, the main drainage system of the town, which was the cause of much of the sanitation problem, is now being arduously cleared and rectified for the first time in many years.*

After this drive was completed a series of meetings were held with councillors on the issue of permanent decentralisation of the sanitation responsibility of the town. It was decided that if the authorities failed to address the issue in due time then alternative pressure building mechanisms would be worked out and a campaign for a permanent solution of the sanitation problem would be launched. Subsequently a meeting was also held with the Chairman, Bilara Municipal Board, in issuing a further order to divide Bilara town in five zones and passing on the regular sanitation responsibility to the present five members of the sanitation committee.
At the state level, programmatic interventions support experimentation processes at the micro level. Much of meso effort went in this direction during the year, since this was the first operating year under the new strategic framework. However, building on previous efforts, and responding to new opportunities that emerged during the year, several types of initiatives were taken at the meso level in different states. The most significant of these initiatives were in Influencing Government, Media Linkage, Strengthening Women’s Leadership and Promoting Grassroots Networks.

**Influencing Government**

State governments and their myriad departments play a key role in support of, or otherwise, reforming governance institutions at a local level. Experiences from micro level and some focused research on problem areas have been utilized by PRIA/partners to engage different officials, ministries, departments and programmes of state governments.

**a. In UP, SSK made some major inroads in influencing the Panchayati Raj Department of the state government.** At the request of the Department, it conducted two Master Training of Trainers (TOTs) on Panchayati Raj for 50 District Panchayat Raj officers, assistant development officers, senior instructors, principals, regional trainers from District Institutes of Rural Development and Regional Institute of Rural Development from five districts of Mirzapur, Pratapgarh, Mau, Bahraich and Ghazipur.

In a similar initiative, SSK conducted two Master TOTs for SIFPSA (a major programme of the state government on reproductive health) which included 50 government officials comprising of ADO Panchayat, MOI and CDPO.

A new beginning was made by SSK with NABARD, by conducting a 3-day orientation on PRIs and micro planning for 90 probationers of NABARD. Likewise, in Gujarat, UNNATI conducted a 2-day TOT for 28 Principals and Instructors of ICDS programme from 11 districts of the state on linking ICDS with PRIs.

Such efforts are important initiatives in linking different departments and programmes to the mandate and functioning of local self-governance.

**b. In Himachal Pradesh, the efforts to work with state government and elected representatives to influence The Twelfth Finance Commission (TFC) was an important initiative.** TFC has been clearly mandated by Government of India to not only review progress of financial devolution to local bodies in light of the recommendations of Eleventh Finance Commission but to also suggest principles for taxation financial devolution in future.

The SRC in Shimla (HP) prepared a report based on the critical appraisal of recommendations and implementation of the two state Finance Commissions for local bodies. The process of preparation of the document involved state government (using its own data), local elected representatives of the three tiers of PRIs and other civil society groups. PRIA encouraged elected representatives, particularly Zila Parishad leaders, to ask the TFC to have a dialogue with them as well, during its visit to the state (November 2003). Since the Government of Himachal Pradesh was the host of TFC visit, PRIA had to undertake a balancing act of being included and yet not being seen as excluding those.
Selected" by the state government itself. The two elected representatives (Pradhans) from PRIA’s micro field areas, Kangra and Hamirpur districts and other eight elected representatives "selected" by the government were briefed on the findings of the report prepared by PRIA. The meeting with TFC itself was a tame affair, though the Chairperson of TFC had both official reports (which painted a rather positive picture of devolution) and the PRIA report (based on ground realities). The closing comments by the Chairperson, and follow-up by state government since then, clearly endorsed the need for more effective financial devolution to local bodies in the state. Similar efforts are being made in several other states to ensure that the authentic voice of elected representatives and critical issues on the ground are effectively communicated to TFC.

Samanoy Samiti (self governance coordination committee)- JPRSSS, was formally set-up during 2001-02 to campaign for enactment of the Act and holding of elections to PRIs. During this year, the campaign was scaled up. It supported a Public Interest Litigation (PIL) in the Ranchi High Court to pressurise the state government to hold early elections. The High Court gave a ruling that elections to PRIs must be completed by end of March 2004.

A parallel process of directly engaging the state government was also intensified. Separate meetings of the JPRSSS were held with the Chief Minister and Panchayat Minister. Suggestions to amend the Panchayat Act (in particular, de-reservation of Up Sarpanch post, as it was causing major opposition from non-tribals who constitute a majority in most blocks of the state) were also made. JPRSSS convened all-party meetings and mobilised the media to put pressure towards such an amendment. Finally, a special session of the state assembly was convened in October 2003, to amend the Act.

In order to sustain the pressure, PRIA hosted a delegation of JPRSSS in Delhi, in August 2003. The delegation met the media and members of parliament of several political parties, including the ruling National Democratic Alliance (NDA), to ask for early elections of Panchayats in Jharkhand. A seminar was also organised during that visit, chaired by Jharkhand’s Panchayat Minister, to release a book on Panchayati Raj prepared by PRIA/partners in Jharkhand entitled 'Haashiye se Hukumat Tak’. Discussions focussed on the elections to Panchayats, and
the Panchayat Minister and Panchayat Secretary, Government of Jharkhand gave some assurances to this end.

JPRSSS continued its advocacy efforts with members of legislature and also the Governor of Jharkhand. It maintained close liaison with State Election Commission to assess the possibility of early elections and to apprise him of voter awareness campaign being planned by JPRSSS. During the visit of Hon’ble President of India to Jharkhand in mid February 2004, JPRSSS communicated to him directly about the violation of the Constitution of India by not holding Panchayat elections, and also encouraged the media to raise this issue publicly. Yet, after two-three years of effort, and sustained advocacy during the previous year, Panchayat elections have still not been announced in Jharkhand. The state government has now gone to the High Court to ask for six more months' (till end October 2004) in light of parliamentary elections in April - May. So, where are the results?

d. One of the practical ways of influencing the state government is to build a platform which is shared with different stakeholders. This enables mutual learning and creates possibilities for collaborative effort in future. Following Panchayat elections in Uttarakhal in March 2003, PRIA/HARC promoted three initiatives. It engaged academia (University of Garhwal, in particular) to do field research on PEVAC and the recently held elections. It also worked with its partner civil society organisations to undertake a quick, cluster-based, and joint (with District Administration) orientation of newly elected Panchayat representatives (PRJA) in their own field areas. It also convened a series of discussions with Department of Panchayat and Rural Development (including newly formed SIRD) and Ministry of Rural Development, Government of India to evolve a plan for PRIA for all the elected representatives of the state.

These three initiatives culminated in a public event in early September 2003. This was a workshop on strengthening PRIs in Uttarakhal, attended by 87 participants. Lessons of Voters Awareness Campaign, findings of research studies, emerging experiences of PRIA in select areas were shared and debated. Hon’ble Minister Panchayati Raj, Secretary, Raj and Rural Development, Government of Uttarakhal and Joint Secretary, Ministry of Rural Development, Government of India shared the platform along with colleagues from PRIA and HARC.

The meeting generated commitments to undertake PRJA, with support from Ministry of Rural Development/Government of India and sustained civil society engagements in strengthening PRIs in Uttarakhal. Stronger linkages with media and academia emerged from this event.

It is important to recognise that the process of
building such public platforms and follow up of commitments takes sustained effort at a meso level, with active support from the macro level.

**Sustaining Media Linkages**

As an integral part of programme interventions, building and sustaining linkages with media at the state level has been actively pursued during the year. Besides building a database of media organisations and individuals, both in print and electronic forms, the initiatives during the year comprised of concrete, issue-based engagement with media to enable broader public-education and sensitisation of policy workers. Pilot radio programmes which began in ten states two years ago have been completed and evaluated. Re-broadcast of edited versions of radio programmes having stronger linkages with All India Radio (AIR) are underway. Collaborations with Prasar Bharati, Ministry of Information and Broadcasting and IGNOU (for its Gyan Bharati FM Channels) are being explored to scale-up the use of radio for sustained information dissemination and awareness-raising in rural communities, for making PRIs more accountable and effective.

A number of initiatives were undertaken in different states towards sustaining media linkages:

- National media was mobilised on issues concerning civil society. The media extensively covered the findings of the study on PESA. A special feature by the country’s premier news agency *United News of India* (UNI) on a PESA study and a write up by *Down to Earth* were some of the examples.

- State level media persons from Bhopal were taken to DRC sites at Panna and Sehore, for sensitising them to community based initiatives such as micro planning, participation and networking at the grassroots. For example, media reports on the anomalies in the Below Poverty Line Survey in Madhya Pradesh, resulted in the state machinery taking corrective action. All the four major Hindi dailies of Madhya Pradesh—*Dainik Bhaskar, Dainik Jagaran, The Deshbandhu* and *Nav Bharat* published stories relating to BPL survey.

- In Himachal Pradesh, the media coverage has been extensive at both SRC and DRC levels. The media attention has been event specific - Vikas Utsav at the DRC level, the radio programme at the state level and
workshops focussing on ex-servicemen in Una and on the Sewerage and Waste Management study in Shimla. State level media extensively reported the launch of radio programmes in the state. All the three local cable TV channels and seven dailies published from Shimla, carried news items relating to the launch of the radio programme.

- In Chhattisgarh, the rapport with the media was gradually built up as a part of a systematic media strategy. The support from newspapers such as *The Deshbandhu* and the premier news agency, *Press Trust of India* (PTI), have been helpful in expanding the outreach. The district media workshops at Rajnandgaon also helped in establishing a long-term relationship with the media.

- Jharkhand Resource Centre (JRC) has established a close collaboration with the media group Manthan Yuva Sansthan, which is primarily focussing on development communication. The main functionaries of Manthan are full time journalists, who help JRC in getting wider media coverage on socio-economic issues. For example, the media highlighted JRC’s research findings on low utilisation of the state budget. JRC has established linkages with all the leading newspapers (*Prabhat Khabar, Ranchi Express, The Telegraph and The Hindustan Times*) in the state.

- In Andhra Pradesh, regional newspapers such as Eenadu, Andhra Bhoomi, Andhra Jyothi and Vaarthan have been regularly publishing information relating to PRIA’s interventions. An exposure visit to National Thermal Power Corporation (NTPC’s) proposed project in Simhadri-Parawada, affected areas in Vizag was conducted to highlight the problems of the villagers such as livelihood, displacement, degradation of environment and pollution. The representatives of *The Hindu, The Deccan Chronical, Andhra Jyothi and The Hindu Businessline* were part of the media team.

- Two exposure visits of state media team were organised by the Haryana team. A correspondent of Dainik Tribune along with local journalists of Fatehabad covered the functioning of the gram sabha in the various villages of the district. Similarly in December 2003, a group of journalists from the state level media, along with activists of Nari Network, went to Narnaul to cover functioning of gram sabha in the district. Major Hindi dailies such as Dainik Jagaran, Dainik Bhaskar and Hari Bhoomi have published as many as 22 news items relating to PRIA’s activities during the period.

- At DRC level in Uttar Pradesh, print media and electronic media have been
periodically mobilised in a sustained manner. In the intervention areas of Mau, Sitapur, Mirzapur etc, a series of meetings with senior level media persons were organised during the year. For example, the print and electronic media was an integral part of the POWER (Panchayat for Women Empowerment and Reinforcement) campaign in the state.

- In Gujarat, a sustained media campaign is being carried out through Charkha, a feature service. The features relating to our inventions are being widely circulated amongst Gujarati newspapers and journals.

- In Maharashtra, we have collaborated with Sampark, a public interest advocacy and lobbying group, for carrying out a sustained media campaign on various developmental issues. Sampark, consisting essentially of media persons, has been closely associated with various advocacy campaigns in the state.

Several other interesting and innovative initiatives were also undertaken during the year:

- DRC Sehore tied up with a prominent Hindi daily, The Deshbandhu, for printing and distribution of a bimonthly newsletter titled 'Gaon ki Chitthi'. This innovative step not only gave strength and recognition to voluntary effort but also garnered popular space in the media.

- Jharkhand Resource Centre (JRC) in collaboration with Manthan awarded a media fellowship in recognition of the efforts of freelance media personnel in promoting development writing. Out of 37 applicants for the fellowship, the panelists short-listed Phillip Khujjur, for the fellowship who writes extensively on development issues within the state.

He is expected to write a series of articles on the development issues. The initiative by JRC is a unique effort at the state level.

- In Himachal Pradesh, Dr. Mahindru, Deputy Director, AIR Shimla addressed the press on eve of the launch of the radio programme. She was able to explain to the media that it was for the first time, a radio programme on Panchayati Raj was being written in a state specific context by an external agency.

- In Andhra Pradesh, DRC Mahabubnagar used the newspaper delivery agencies to distribute pamphlets relating to the radio programmes on strengthening PRIs. As newspapers reach most of the households, the information about the radio pilots was also disseminated in a cost effective way.

The challenge of sustaining and deepening media linkages at the micro and meso levels will continue in the future.
Strengthening Women's Leadership

The process of operationalisation of PRIA's new strategic framework implies 'Governance Where People Matter'. Over the years, strengthening women's leadership in civil society and in local bodies has been attempted by PRIA and partners. This year, special efforts were made to scale-up interventions for collective empowerment of women's leadership in all the states where the programme was being implemented.

One significant and large-scale initiative was to celebrate women's leadership at district, regional and provincial levels, as a part of the International Women's Day programme. Spread over a period of a month during February-March 2004, 42 such celebrations took place, which brought together 16,702 women leaders in 14 states.

Each celebration was planned and conducted in a collaborative manner. District and state government officials, media and academia and other civil society organisations participated in each event, led, organised and conducted by women leaders. Three types of activities were common across these events.

First, sharing of stories, positive and negative experiences by women leaders. Solidarity and camaraderie were strengthened through the process.

Second, folk media was used to raise issues important to women leaders. Pathnayta performed by SHG leaders in Chipuln, Maharashtra focussed on the changing gender relations within households and the benefits of becoming members of SHGs. Kalajatha at Dharamshala, Himachal Pradesh titled, "Chhoti si gudia sunayee aaj" highlighted the issue of discrimination against the girl child and how women should come forward to deal with the
Meso Initiatives

issue. Nukkad natak were used in Haryana in Mahendragarh the theme was dowry and in Fatehabad, discrimination against the girl child. Folk dance and Kalajatha in Balmoor Mandal, AP focussed on domestic violence, need for unity to address women related issues, especially health, education, sanitation and drainage. Folk Songs on women’s empowerment were a part of Mahabubnagar event. Women’s contribution through folk songs and dance formed an important part of their participation in the events held in Uttaranchal and Chhattisgarh. The beedi workers present in the women’s day celebrations at Rajnandgaon, Chhattisgarh sang and danced on lyrics (created on the spot) to describe how they felt more empowered by participating in such events.

Third, face-to-face dialogues with government officials and experts were carried out on issues that needed practical resolutions. A wide range of the following issues were debated:

► Redressal Cell/Women help-lines at district level/police stations.
► Problem solving camps for women to promote interface between women, elected representatives and government officials.
► More women’s livelihood programmes to be devolved and implemented by local institutions.
► Information on government schemes.
► Revision of BPL lists and role of citizen leaders in identifying BPL.

Some issues related specifically to the Panchayat system were raised:

► 50% reservation for women in local bodies, Assembly and Parliament.
► Independent gram sevaks for women/dalit headed panchayats and their salaries to be released only after Sarpanch’s no objection statement.
► Provision of no-confidence motion against women/dalit/nomadic tribes should be annulled.

Women’s voices were heard loud and clear. Several commitments made through these dialogues are since being followed up.

During this period, two significant and pioneering initiatives were taken to promote, strengthen and broaden women’s leadership in the context of governance - one in UP and another in Kerala.

In UP, PRIA’s partner SSK, along with its 20 partner civil society organisations (CSOs), launched a major campaign in 9 districts of
the state, entitled **POWER (Panchayat Orientation for Women Empowerment and Reinforcement)**.

**UTTAR PRADESH**

The overall purpose of the campaign was to enhance the collective strength of women's leadership in Panchayati Raj Institutions and to make this leadership publicly visible and recognised. This was jointly planned with 20 grass-roots partners active in backward districts of Banda, Behraich, Ghazipur, Jhansi, Maharajganj, Mau, Mirzapur, Pratapgarh and Sitapur. Through a variety of educational campaign methods, women's participation in workshops, training programmes and district level dialogues was ensured. 12,861 women participated in the campaign, along with 2,133 elected Panchayat representatives and 10,278 active Gram Sabha members comprising of ANMs, SHG leaders, and others. 81 block level training workshops were conducted in 22 blocks of 9 districts in the first phase, and 139 training workshops were conducted in the second phase. In each district, a dialogue of women leaders with the district administration and media was facilitated following the training workshops. 3,357 women participated in these 9 district

<table>
<thead>
<tr>
<th>District</th>
<th>Organisation</th>
<th>Block Selected for the campaign</th>
<th>Total No. of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sitapur</td>
<td>• Pace&lt;br&gt;• Sarshevat Sahbhagi Sansthan&lt;br&gt;• Loknmitra&lt;br&gt;• SSK, Sitapur</td>
<td>- Kasmanda&lt;br&gt;- Mishrik&lt;br&gt;- Sidhauri, Gaudlamau&lt;br&gt;- Kharab, Machaita, Parsendi</td>
<td>627&lt;br&gt;1,094&lt;br&gt;530&lt;br&gt;608</td>
</tr>
<tr>
<td>Ghazipur</td>
<td>• Purati Sansthan&lt;br&gt;• Grameen Vikas Samiti&lt;br&gt;• Mahila Evam Bal Kalyan Samiti&lt;br&gt;• Bhartiya Jankalyan Evam Prakshikshan S.</td>
<td>- Sadat&lt;br&gt;- Sada&lt;br&gt;- Mardah&lt;br&gt;- Mohamabad</td>
<td>696&lt;br&gt;623&lt;br&gt;520&lt;br&gt;683</td>
</tr>
<tr>
<td>Mau</td>
<td>• Gramin Vikas Sansthan&lt;br&gt;• Amar Shaheed Chetna Sansthan</td>
<td>- Ratanpura&lt;br&gt;- Madhuban</td>
<td>589&lt;br&gt;771</td>
</tr>
<tr>
<td>Mirzapur</td>
<td>• Sahbhagi Grameen Vikas Samiti&lt;br&gt;• Arthik Anusandhan Kendra</td>
<td>- Madiyan&lt;br&gt;- Haliya</td>
<td>529&lt;br&gt;485</td>
</tr>
<tr>
<td>Pratapgarh</td>
<td>• Indian Rural Technology Devel. Institute&lt;br&gt;• Paryavaran Evam Pradhaugika Utthan Samiti</td>
<td>- Kalakakar&lt;br&gt;- Vihar</td>
<td>620&lt;br&gt;590</td>
</tr>
<tr>
<td>Banda</td>
<td>• Gram Unmesh Sansthan&lt;br&gt;• Panchayat Adhyaan Sandharv Kendra</td>
<td>- Badokhar Khurd&lt;br&gt;- Jasupura</td>
<td>774&lt;br&gt;684</td>
</tr>
<tr>
<td>Behraich</td>
<td>• Bhartiya Manav Samaj Kalyan Seva S.</td>
<td>- Mihinpurva</td>
<td>592</td>
</tr>
<tr>
<td>Maharajganj</td>
<td>• Samadhan Manav Seva Sansthan&lt;br&gt;• Jan Kalyan Sansthan</td>
<td>- Dhampur&lt;br&gt;- Ghugli</td>
<td>625&lt;br&gt;573</td>
</tr>
<tr>
<td>Jhansi</td>
<td>• Marg Shree Charitable Trust</td>
<td>- Badagaon</td>
<td>490</td>
</tr>
</tbody>
</table>
The POWER slogan became: “Chulhe se Chaupal Tak” (From the kitchen to the village centre)

Kudumbashree (prosperity for family) is a community based poverty alleviation programme of the Kerala government being implemented through panchayats and municipalities, with support from NABARD. There are now nearly one lakh twenty five thousand Neighbourhood Groups (NHGs) all over the state. However, with the creation of new NHGs through this project, and due to non-integration of previous SHGs created by NGOs or block development office, many women are members of several savings and credit groups at the same time.

In its intensive areas of interventions, Kollam and Kasargodu districts, SAHAYI (PRIA partner in Kerala) began to conduct informal orientation of women leaders. This process of learning was welcomed by the women. During last year, SAHAYI conducted nearly 800 half-day workshops for women leaders from nearly 3,200 NHGs (only about 20% of total NHGs in the two districts). These workshops focused upon issues of financial management, entrepreneurial development, conflict resolution, in addition to leadership building.

SAHAYI also began to make these women leaders aware of the systems of local self-governance in rural and urban areas, particularly about the importance of participation in gram sabha. As a result of these interventions, women's attendance in these gram sabhas and ward sabhas has increased manifold. However, more effective and sustained linkages between such large programmes of women's livelihood and PRIs need to be developed in order to make local self-governance institutions more directly accountable to women.
Promoting Grass roots Networks

As a vehicle for mutual learning and support, networks have played a significant role in social development. In addition, networks can generate pressures for change, thereby multiplying their actions for scaled-up impact. In operationalising the new strategic framework and building on previous experiences, PRIA/partners have deliberately and systematically promoted several networks to serve the above mentioned purposes.

A quick overview of these networks is shown in the accompanying table. Several aspects of this networking promotion effort can be highlighted from this table. First, networks comprise of a diversity of members individuals, groups, formal organisations. Their composition is varied; some have only elected representatives, some only citizens and some mixed. Second, most networks are micro based (block/mandal and district) though a few are getting linked at the meso level too. Third, a wide range of issues and concerns are being pursued by these networks-linking rights and justice priorities to governance institutions.

During a meeting of the network of three SHGs in Chiplun, Ratnagiri, Maharashtra, the women discussed their concerns regarding the Ration Shop. There were no fixed timings for the shop. Kerosene was not available in the shop. Some people would get their quota of provisions while others would return empty-handed. He would often charge more than the stipulated rates. The women decided to submit a written complaint to the Sarpanch, and all the members of the network signed this. In their letter, the women requested the Sarpanch to ensure that the shopkeeper would be present during the Gram Sabha of the 26 January 2004. The Sarpanch showed the letter to the shopkeeper and asked him to be present during the Gram Sabha. During the Gram Sabha, the shopkeeper gave an assurance that he would mend his ways and in future women would not have problems.

Solidarity and support within the network can be a major basis of continued engagement of new leadership in addressing priority concerns.

- Saroja, a dalit woman sarpanch of Mahuvariya Panchayat in Sarguja, Chhattisgarh was constantly harassed by members of the upper castes. They did not want her to do any work. Two years ago, the upper caste started lodging complaints against her at the Janpad and district levels. Noting this, the district official issued a letter asking the Sarpanch to stop all developmental work in her panchayat. Supported by Samarthan (PRIA's partner), she came forward and explained her plight.
# Meso Initiatives

## Grassroots Networks promoted by PRIA and partners

<table>
<thead>
<tr>
<th>Geographical Location</th>
<th>Type of Collectives</th>
<th>Number of Collectives</th>
<th>Issues Pursued</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andhra Pradesh</td>
<td>• PRI Ward Members</td>
<td>2</td>
<td>Discrimination against dalits and women elected members and community</td>
<td>Mandal</td>
</tr>
<tr>
<td></td>
<td>• Women PRI Ward Members Network</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Sarpanch Network</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Dalit Network</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bihar</td>
<td>• Kishori Panchayat Network (Adolescent Girls)</td>
<td>1</td>
<td>Violence against women, schoolgirl dropouts, early child marriage and bridging communal barriers</td>
<td>District</td>
</tr>
<tr>
<td>Chhattisgarh</td>
<td>• Sarpanch network</td>
<td>3</td>
<td>Assertion of rights and responsibilities of Sarpanches</td>
<td>Block</td>
</tr>
<tr>
<td>Gujarat</td>
<td>• Samajik Nayay Manch</td>
<td>1</td>
<td>Land rights and atrocities against dalits</td>
<td>District</td>
</tr>
<tr>
<td>Himachal Pradesh</td>
<td>• Ex - service Men</td>
<td>1</td>
<td>Micro - planning Women participation in panchayat</td>
<td>District</td>
</tr>
<tr>
<td></td>
<td>• Mahila Mandal</td>
<td>4</td>
<td></td>
<td>Block</td>
</tr>
<tr>
<td>Haryana</td>
<td>• Nari Network</td>
<td>4</td>
<td>Atrocities against women, dowry, corruption, female infanticide</td>
<td>Block and District</td>
</tr>
<tr>
<td>Jharkhand</td>
<td>• Mahila Sabhas</td>
<td>1</td>
<td>Women property rights. Domestic violence, witchcraft, information on schemes child Marriages, alcoholism</td>
<td>Block</td>
</tr>
<tr>
<td></td>
<td>• Sakhi Sabhas</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Jago Behna</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kerala</td>
<td>• AWAMIGA - Women PRI Members</td>
<td>1</td>
<td>Ensuring rights and privileges of elected women members, curb corruption</td>
<td>State and district</td>
</tr>
<tr>
<td>Madhya Pradesh</td>
<td>• Adivasi Samaj Seva Sangathan</td>
<td>1</td>
<td></td>
<td>Block</td>
</tr>
<tr>
<td>Rajasthan</td>
<td>• Dalit Network</td>
<td>1</td>
<td>Atrocities against dalits, water and land rights</td>
<td>District</td>
</tr>
<tr>
<td>Uttar Pradesh</td>
<td>• PRI Members</td>
<td>10</td>
<td>Ensuring rights and privileges of elected women members, curb corruption</td>
<td>Block</td>
</tr>
<tr>
<td></td>
<td>• Women SHG Member</td>
<td>10</td>
<td></td>
<td>Block</td>
</tr>
<tr>
<td>Uttaranchal</td>
<td>• Rawain Mahila Federation</td>
<td>1</td>
<td>Economic and political empowerment of women</td>
<td>Block</td>
</tr>
<tr>
<td>Maharashtra</td>
<td>• Women SHG Members</td>
<td>2</td>
<td>Economic and political empowerment of women</td>
<td>Block</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Networks</strong></td>
<td></td>
<td>49</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
MESO INITIATIVES

to the local network of elected representatives. The members of the network raised the issue with the CEO Panchayat at the district level and requested him to set up an inquiry into the matter. They also requested that a member of the network must be nominated as a part of the inquiry. During the inquiry, it was found that the entire allegation was false. The district administration withdrew their ban and allowed Sarpanch Saroja to carry on development work for her panchayat.

Influencing the district and state government officials to implement existing provisions is necessary to remove blockages and diversions.

► Samajik Nyaya Manch (SNM) in Gujarat, is a network of 16 civil society organisations working together in Sabarkantha district. The focus of the network has been to address discrimination of dalits. The Panchayat Act of Gujarat provides for the formation and functioning of Social Justice Committees (SJC) to address issues of discrimination and atrocities. However, no such committees were formed or activated, due to deep seated prejudices inside the administration itself. The Manch (network) began to discuss activation of SJC's with elected representatives at district, block and village levels, in addition to Taluka Development Officers (TDO). The continued pressure and momentum generated by the Manch resulted in the formal formation and activation of these SJC's. They now meet regularly to address problems of dalit rights and social discrimination. Due to the sustained efforts of the network, SJC's are now active in two blocks of Ahmedabad district and seven blocks of Sabarkatha district.

Networks are complex organisational and associational processes. Maintaining the focus on central purposes of a network is a key challenge; so is the question of extent, degree and pace of the formalisation of a network. Inclusive and democratic leadership is needed in a network to move effectively towards its stated purposes. Scaling-up impact through the vehicle of networking and networks has been a key principle in PRIA's strategy of interventions over the years. Enabling and supporting these grass-roots networks to have a larger impact is a major challenge in the future.
MACRO OUTREACH

In operationalising the new strategic framework, macro level programmatic interventions were organised around themes and constituencies. Themes of civil society and local self-governance institutions were reinforced through specific focus on influencing national government and international donors, and improving linkages with media and academia. A significant part of the macro effort during the year was focused upon supporting meso and micro programming in the new framework.

Macro programmatic interventions of PRIA also achieved some visible progress on both influencing stakeholders and generating multiplier effects.

Influencing Stakeholders

PRIA’s approach to influencing key stakeholders has evolved over the years. It has used both knowledge building and capacity building approaches to policy advocacy and reform. During the year, the strategy of influencing government agencies and officials was based on knowledge generated by PRIA / partners.

Knowledge Building to Policy Advocacy

Building up on work in progress from previous years, PRIA utilised knowledge as a basis for specific interventions to educate and influence policy makers. Some of the main efforts during the year are enumerated below:

a. Extensive research on the ground realities of implementation of PESA (Provision of Panchayat Act : Extension to Scheduled V Areas) in states with substantial tribal populations and scheduled areas was carried out to identify arenas or/policy dialogue. Based on the findings of these studies from eight states of Himachal Pradesh, Gujarat, Madhya Pradesh, Orissa, Rajasthan, Jharkhand, Andhra Pradesh and Chhattisgarh, a national level policy dialogue was convened in July 2003. Chaired by Shri. D.S. Bhuria, Chairman of Commission on Tribal and Schedule V Areas, Government of India, and attended by senior government officials from Ministries of Tribal Affairs, Rural Development, Environment and Forests, the findings of the study were shared and practical areas for future interventions were identified.

One such area was the absence of a clear understanding among elected representatives, government officials and civil society about the practical meanings of PESA. There was lack of clarity on how to implement its key provisions in relation to decision making powers of Gram Sabha with respect to protection, regeneration and utilisation of natural resources within its jurisdiction. PRIA has now begun to produce and disseminate popular educational manuals on PESA, based on provisions of legislation and findings of studies in these eight states.

Likewise, findings of the study are being utilised for policy dialogues at state levels for further promoting practical aspects of the operationalisation of PESA.

b. Dalit leadership in Panchayats, despite affirmative reservation, faces enormous challenges arising out of structural, historical discrimination based on economic, socio-cultural and political dynamics and constraints. Though thousands of dalit women and men have been elected in panchayats and municipalities, their experiences in performing their public roles are rather frustrating and
demeaning. PRIA had consolidated a large scale study on Dalit leadership in Panchayats during 2002-03 in 17 locations in 12 states of the country. Conducted in collaboration with universities and research institutes in these states, the preliminary findings of these studies were shared within academia and in those locations with government officials, elected representatives and civil society.

In order to engage National Commission on Scheduled Castes and Scheduled Tribes (NCSC/ST), Ministry of Rural Development, Government of India, Ministry of Social Justice and Empowerment, Government of India and concerned departments in state governments, policy dialogues have been planned based on policy briefing papers prepared on the basis of the above studies. Concrete dialogues with political parties, dalit networks and associations are being designed on the basis of these policy briefs.

In addition, PRIA is undertaking publication of a book based on the above studies, in collaboration with Indian Institute of Dalit Studies.

c. India’s vast civil society, voluntary or non-profit (multiple connotations in these concepts) sector has not been systematically counted and surveyed. In collaboration with Institute of Policy Studies, Johns Hopkins University, USA, PRIA undertook a pioneering exercise of **surveying the non-profit sector in India**. The study was completed last year, and its findings were shared in public domain, as well as with parliamentarians, the Planning Commission and the Department of Statistics, Government of India.

Sustained follow-up in this regard has resulted in the Government of India moving forward to generate an authentic and regular database on this sector. The Department of Statistics has completed all preparatory steps to launch pilot surveys on the non-profit sector in six states of India, as a part of their 61st round socio-economic survey, slated to go to the field in July 2004. The intention is to set up a mechanism for collecting information on the non-profit sector on a regular basis. The Planning Commission too has proposed a scheme for helping states computerise and then put on a website, records of registration under the Societies Registration Act 1860 or their State specific versions, wherever applicable. Once maintenance, storage and retrieval of these records are streamlined, the most important parameter of the sector viz. its size will be known authentically.

Further documentation from the findings of the study were released as occasional papers during the year:

- Dimensions of Giving and Volunteering in Meghalaya
- Exploring the Non-Profit Sector in India: Some Glimpses from Maharashtra
- Dimensions of Giving and Volunteering in Maharashtra

Continued dissemination of the key findings of this significant study has been carried out in different fora for broader public education and continued pressure on Government of India and state governments to reform, modernise and make transparent the system of registration, reporting and regulation of the non-profit sector in India.
The following Dissemination Workshops were organised:

<table>
<thead>
<tr>
<th>Title</th>
<th>Location</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Voluntary Action Network (UPVAN) Sammelan</td>
<td>Uttar Pradesh</td>
<td>5 &amp; 6 April, 2003</td>
</tr>
<tr>
<td>Dialogue on Govt. and Non - profit Sector Interface organised by Tata Institute of Social Science (TISS)</td>
<td>Mumbai</td>
<td>17 April, 2003</td>
</tr>
<tr>
<td>Workshop organised by the Planning Commission</td>
<td>New Delhi</td>
<td>21 May, 2003</td>
</tr>
<tr>
<td>Workshop organised by Credibility Alliance</td>
<td>Raipur</td>
<td>18-19 April, 2003</td>
</tr>
<tr>
<td>Voluntary Action Network India's (VANI) Annual Convention</td>
<td>Bangalore</td>
<td>24-26 Sept., 2003</td>
</tr>
<tr>
<td>A workshop on Volunteering organised under the aegis of the Australian Embassy</td>
<td>New Delhi</td>
<td>10 November, 2003</td>
</tr>
<tr>
<td>State level workshop</td>
<td>Ranchi</td>
<td>11 February, 2004</td>
</tr>
</tbody>
</table>

**Collaborative Ventures**

Another approach used by PRIA to influence significant stakeholders is by developing collaborative ventures with those constituencies. This has continued to be an effective approach with governments at state and national levels. Building such collaborations with other constituencies of relevance to PRIA’s programmes are illustrated here.

The strategic framework of PRIA focuses on building collaborative efforts with academia in order to influence its research and teaching functions. Over the years, PRIA has used its unique niche to bridge the world of practice with the world of research in several ways. During the past two years, systematic efforts have been made to overcome historical indifference, hostility and chism to create practical partnerships between practitioners of social change and ‘producers’ (academics) of knowledge about social change. **Practice Research Engagement (PRE)** is an approach to build, nurture and multiply such collaborative efforts whereby the world of practice contributes to new knowledge and learns from research carried out by academics; and the world of research learns from practice on the ground and contributes to further deepening of that practice.

During the year, several efforts were made to influence academic research and teaching through a variety of methods.

Several Structured events such as the Annual Conference on **Citizenship and Governance: State, Civil Society and Citizens: Revisiting the Relationship** (Hyderabad, 19 - 21 February 2004) were the main vehicles through which engagement between the practitioners and researchers was accomplished.

Seminars organised in collaboration with universities on Participatory Research (PR) methodology aimed at influencing university teaching and research. Four such seminars were organised during this year: **Participatory Research and the Agenda of Social Transformation (in Punjab University,**
**MACRO OUTREACH**

Chandigarh), Relevance of Participatory Methods for Social Sciences (in Hyderabad) Participatory Research Methods (in Mysore University) and Participatory Research and Democratic Governance (in H.N.B. Garhwal University, Srinagar). Mysore University and H.N.B. Garhwal University have taken a keen interest in forging partnerships with PRIA in their efforts to introduce PR as a course in post graduate research methodology.

In Bihar, PRIA’s partner CENCORED organised a one-day seminar on Rights, citizen and democratic governance: How far are we from the goal? In Ranchi, PRIA Jharkhand and Manthan Yuva Sansthan organised a half-day seminar on "Citizens involvement in governance in the present context of Jharkhand".

Under partnership of Development Research Centre (with Institute for Development Studies, Sussex as a focal point), several studies were carried out in collaboration with academic centres and professionals. These included studies on dynamics of multiple citizenship identities among urban informal sector women labourers in Chhattisgarh, gender and participation in institutional spaces in Rajasthan and tribal land rights and issues of industry, accountability in Jharkhand, Chhattisgarh and Orissa.

Dissemination of research and conference reports was another vehicle to influence the world of academia. During the year, several documents were published and disseminated:

- Five DRC research study reports on the issues of citizenship, participation and accountability were published.
- Nomads: The Marginalised Citizens.
- Meanings and Identities of Citizenship: Study on Santhal Tribals in Jharkhand.
- Linkages, Conflicts and Dynamics: Institutional Spaces and Participation in Local Forest Management in Uttaranchal.


**Approaches to promoting PRE which have worked:**

- Research has been the main vehicle to engage academics in practice related issues.
- Structured events such as workshops, seminars, conferences have been used to bring researchers and practitioners together to deliberate on concepts and methods.
MACRO OUTREACH

- Fellowships, internships and field exposures to students have helped in engaging them.
- Research publications have been found useful as reading materials in academic teaching.
- Building the libraries of both practice based organisations and research organisations have strengthened their database on contemporary issues of participatory development and governance.

Present Outreach

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculties (Academics &amp; Researchers)</td>
<td>165</td>
</tr>
<tr>
<td>Students</td>
<td>71</td>
</tr>
<tr>
<td>NGO practitioners/activists</td>
<td>138</td>
</tr>
<tr>
<td>Universities</td>
<td>53</td>
</tr>
<tr>
<td>Departments</td>
<td>29</td>
</tr>
</tbody>
</table>

Influencing media has been attempted in different ways. Recent efforts in developing collaborative venture with the Kidwai School of Mass Communication, Jamia Milia University, Delhi is a case in point. PRIA collaborated with the School of Journalism’s Course on Development Communication. Students and faculty from the course attended the Mahendragarh Folk Convention organised by PRIA and produced audio-visual documentation on several related and relevant themes. The positive experience of collaboration so generated is being made the basis for further deepening and broadening future collaborations with Schools of Journalism in different parts of the country.

C. Following the announcement of changes in the policy and guidelines for bilateral development assistance, by the Government of India, Sida had convened a Workshop on "Future Development Assistance to India From Smaller Bilateral Donors" in October 2003. At the workshop, PRIA presented a paper on "The New Government Policy and its Implications for Civil Society in India: Opportunities for Deepening Cooperation". The outcomes of the workshop were shared by PRIA, with other civil society organisations and donors nationally and internationally. PRIA also initiated a dialogue on this issue with the Ministry of Finance, Government of India, along with a cross section representing civil society in India. Though this effort to create a collaborative venture did not progress very much, this issue is of crucial importance for civil society in India. Finding new approaches to advance collaborative processes in this regard are being pursued by PRIA.

Inputs in Fora

As an approach to influencing others, PRIA actively and selectively participates in fora convened by other stakeholders whom PRIA wants to influence. Participation in these fora are negotiated to ensure that PRIA’s perspectives and experiences are shared publicly with a view to influence stakeholders organising and participating in such forums. While the number of such national and international fora participated in by PRIA staff
and partners may be numerous, some of these are highlighted here:

a. UNDP, in association with the Union Ministry of Rural Development, is undertaking a programme which focuses on the capacity building of women in Panchayats. PRIA has been involved in the consultations and has been able to bring forth its own experience on this issue, to give shape to the programme design and the manner in which it is to be implemented. PRIA’s partners in Uttar Pradesh, Rajasthan and Bihar are also actively involved in piloting the programme in the above states. PRIA provided specific inputs towards designing of the pilot programme in a consultation convened by UNDP in Jaipur in March 2004.

b. Institute of Public Auditors, an association of such professionals, with Comptroller and Auditor General, Government of India as its Patron, convened a day long seminar on “Development Initiatives: Voluntary Sector in Partnership with Government and International Organisations” in December 2003 in Delhi. PRIA was asked to provide inputs on policy dimensions of voluntary agencies and capacity building needs and approaches for strengthening voluntary development organisations.

c. A South Asian expert group meeting on status of decentralisation was convened by FAO, Bangkok and CLRDAP, Dhaka in Nepal, during February 2004. Attended by representatives of government from India, Nepal, Bangladesh, Sri Lanka and Pakistan, PRIA was invited to make a presentation on Legal Framework and Participatory Processes in promoting decentralisation, based on its field experiences and analytical studies.

d. UNICEF’s Child Environmental Project is under implementation in 130 districts across 14 states in India. The project receives support from Sida and DFID. Following discussions, UNICEF requested PRIA to make a presentation on how to link the project with Panchayati Raj institutions, during the annual review meeting of UNICEF and its partners. The input from PRIA helped inform the project’s need to focus on adopting a community based approach through the ownership of local bodies.

e. PRIA was invited to make a presentation on ‘Capacity building for effective Local Self-Governance’ in Japan during February 2004. Co-organised by JICA, World Bank, GTZ, UNDP and CIDA, the symposium focused on ‘Capacity Development Exploring Productive Partnerships’. Building on its previous efforts through the International Forum on Capacity Building, PRIA’s capacity building methodology utilising a multistakeholder approach was presented.

f. Asian Development Bank, Manila hosted a sub-regional seminar in March 2004 on ‘Participation of Women in Local Governments in South Asia (Pakistan, Bangladesh, Nepal)’. PRIA was invited to participate in the seminar and share its experiences and approaches to strengthening women’s participation in PRIs in India.

g. During the Annual Conference of JANPORA (Japan NPO Research Association), March 2004, PRIA’s President gave a keynote address on the theme of ’Globalising Civil Society’. Attended by 250 delegates comprising of researchers and practitioners from Japan, the
theme of the conference evoked interest in building connections between civil society in South Asia and East Asia.

During the workshop on Civil Society and Development Assistance organised by INTRAC (UK) in The Hague, December 2003, PRIA President was invited to give a keynote speech on emerging trends in international aid to civil society. Attended by heads of NGO support units of bilateral aid agencies from OECD countries, the workshop provided a unique opportunity to present a southern perspective on the theme.

At the invitation of Social Development Division of Ministry of Social Affairs and Employment, Government of Seychelles, PRIA made a series of presentations during the conference on "Integrating People in Development for Social and Economic Dynamism" through a keynote address and workshop sessions "An Integral Approach to Development and Participatory mechanisms: A Conceptual Framework" on participatory methodology. The Government of Seychelles and local civil society organisations are developing policies and programmes that centre around community participation and ownership, after nearly three decades of state-centric development approaches.

**Generating Multiplier Effects**

As a part of its mandate to share its lessons and methods with other civil society actors nationally and internationally, PRIA undertakes a variety of approaches to generate multiplier effects. The overarching purpose of these efforts is to promote wider and sustained use by other civil society actors, the strategies and methodologies evolved by PRIA through its own practical experiences.

**Enhancing Capacity**

PRIA’s approach to enhance capacities of other civil society actors is to build on existing capacities already possessed by them. PRIA takes a learning process orientation to capacity strengthening for individual and institutional learning and change. From the very inception of PRIA, as an integral part of its mandate, capacity enhancement of civil society actors is a major part of interventions of PRIA / partners. Some of the salient examples of these capacity enhancement efforts to generate multiplier effects are described here.

As mentioned in the last Annual Report, PRIA’s efforts at **Gender Mainstreaming Institutionally** were carried forward in PRIA and its partner Regional Support Organisations. Documentation of gender fair practices was carried out in PRIA, SSK, CYSD, Samarthan, Unnati, SAHAYI and CENCORED.

A separate document was prepared for each RSO, which included suggestions for refinement of some of these practices. It also recommended which practices needed formalisation in the service rules, after approval by the respective Governing Boards.

The task of documentation had several advantages besides highlighting the positive aspects of gender mainstreaming that existed at the institutional level of each RSO. It pushed each organisation to appoint gender focal points to coordinate the task of documentation as well as setting up and reviving existing Gender Committees within each organisation.
MACRO OUTREACH

These Committees served as effective mediums to follow up on the suggestions of the report and initiate certain changes within the organisation. The Heads of the organisations took a positive view of the report and formalised some of the gender fair practices that had already existed within their structure, albeit informally. Gender teams in each organisation were asked to prepare Gender Policies for their organisations or review and revise those already in existence, keeping in mind the recommendations of the gender audit and the realities of the gender practices in their specific contexts. The process of documentation also increased the visibility of the Gender Committees and a positive reinforcement of their image.

As a follow-up of these documents, certain changes were brought in the service rules of the organisations in the network. Some organisations also formulated a Gender Policy while those already having one reviewed their policies. Institutionalisation of some of the gender fair practices also took place in most of the organisations, including PRIA.

Each organisation selected at least two persons as gender focal points from within their organisation and/or field offices.

The roles of the gender focal points included sensitisation and awareness raising of their colleagues on gender issues (with a strong focus on sexual harassment), creation of a conducive work environment and facilitating the overall process of gender mainstreaming within their own organisations/field offices.

In August 2003, a two-day workshop was conducted for the gender focal points across all organisations to develop their capacities and skills. The training programme included developing an understanding on the structural framework of organisations and the dimensions of gender mainstreaming in an organisational framework; sensitisation and knowledge building on issues of sexual harassment, implications of gender harassment at the workplace, socialisation processes and the links to gender stereotyping, violence against women including domestic violence, gender discrimination in its different dimensions etc. The workshop was also a forum for designing gender sensitisation workshops focusing on issues of priority for each specific organisation. All participants were trained to use a range of methodologies and develop innovations, which could enable greater learning within their organisations. In all, a total of six gender sensitisation modules were developed by the participants during the training.

Ongoing support by PRIA to Gender Committees and focal points in RSOs enabled them to conduct one round of sensitisation workshops for all their staff. In order to further support this process, PRIA is developing a Training Manual (with learning packages) to
assist these initiatives in institutional gender mainstreaming.

Mainstreaming gender at an institutional level is a relatively new and sensitive issue, which needs to be handled with care. It is not a one-time event of organising a gender sensitisation workshop or a one-time review and modification of the services rules. Gender mainstreaming requires commitment of the top leadership and a continuous reinforcement at all levels, so that it becomes an inherent part of organisational practices.

Gender audits and documentation of gender fair practices in PRIA and RSOs have been useful in identifying the gaps in the area of gender mainstreaming and setting up of mechanisms that promote gender conducive work environments within PRIA and the RSOs. These processes have led to establishment of certain minimum standards that need to be adhered to in the context of gender mainstreaming in institutions. PRIA and several RSOs have agreed to take this process of gender mainstreaming institutionally forward to their other partner civil society organisations.

Another process of capacity enhancement for voluntary organisations used by PRIA was a workshop for collective sharing, synthesising and production of learning materials. Such a process encourages cross-fertilisation of ideas and experiences, improves usage of diverse set of tools and techniques and deepens commitment for participating civil society organisations to sustain their interventions on that theme. Two such events need to be described here.

- Building on its work in several states (AP, Kerala, UP, Bihar, Jharkhand, Gujarat) on the theme of promoting **peace and social cohesion**, PRIA convened a `field-shop' hosted by a partner, ABSSS in Chitrakoot, UP, during end of December 2003. 45 participants from 19 civil society organisations gathered together, shared tools and learning materials (posters, pamphlets, audio cassettes and video/films, etc.) and demonstrated use of folk methods (street theatre, etc.) to each other. Combined with a field exposure, where practical demonstration of some of these methods and tools took place, the process of learning for all turned out to be quite fruitful. PRIA is now producing a CD on these methods and approaches to peace building and social harmony.

- Another event, a `writeshop', was organised in Lucknow in January 2004 on the theme of `**Strengthening Citizen Leaders**'. 40 practitioners from 16 organisations, across 13 states attended the writesop. Sharing their stories, tools, experiences and frustrations in strengthening citizen leaders, particularly from the marginalised sections (women, dalit, tribal, minorities, etc.) of society,
these participants contributed to a shared understanding of the goals of and methods towards citizen leadership. PRIA has begun the effort to systematise these methods and tools for wider dissemination. Case studies of citizen leaders have already been disseminated; SSK has already published these stories in Hindi.

Similar collective reflection, sharing and synthesising events are organised regularly by PRIA/partners as a vehicle towards capacity enhancement.

C. Structured training workshops, conducted through the methodology of participatory training pioneered by PRIA two decades ago, are a central and widely used method of capacity enhancement for intermediary voluntary development organisations. Building on systematic needs assessment of intermediary voluntary organisations in different regions and states, these structured programmes are conducted regularly.

During the year, nearly seven hundred intermediary voluntary development organisations benefited from these structured capacity enhancement events.

About half of these intermediary voluntary organisations received intensive, ongoing, institutional support towards their capacity enhancement, in addition to participation in structured events.

A wide variety of themes have been covered in these structured events. One set of themes during the year comprised of: understanding of local self-governance institutions (both rural and urban), gender justice, dalit rights, SHGs and livelihood, micro planning, participatory development, civil society building, etc.

A second set of topics focused on institutional aspects result based management, financial management, participatory planning, monitoring and evaluation, participatory training methodology, strategic planning, leadership development, organisational renewal and development, team building, gender mainstreaming, personnel systems, human resource development, etc.
MACRO OUTREACH

The demand for structured capacity building opportunities far exceed the present ability and resources of PRIA/partners to respond to. Newer mechanisms need to be evolved to improve, and sustain, the effectiveness of intermediary voluntary organisations to undertake interventions related to participation and governance in their field areas.

Such demands are also continuing at an international level. During the year, at the request of NZAID, PRIA facilitated two capacity enhancement workshops along with local facilitators and partners. Participants in the Wellington workshop (June 2003) comprised of staff of New Zealand NGOs working overseas, and officials of NZAID. Participants in the second workshop (Fiji, June 2003) were NGOs from Pacific Islands. Both workshops had a common theme: Participatory Impact Assessment.

One regular, rather invisible, yet extremely powerful method of sustained capacity enhancement among civil society organisations is sharing of information in a timely, relevant, simplified, usable and ongoing manner. This approach to information dissemination is an integral part of the capacity enhancement practices of PRIA/partners. During the year, this approach to learning was specifically undertaken by the team working on municipal governance in PRIA.

Simplified summaries of two studies conducted by external experts on 'Town Planning in Small & Medium Towns' and 'Municipal Finances in Small & Medium Towns' were widely disseminated. A survey, and full report, of the external evaluation of the Pilot Phase of PRIA/partners' interventions in municipalities was similarly disseminated.

A monthly electronic update has been initiated covering the following topics:

- Accounting and Budgeting Reforms for Local Bodies.
- Allocation of Rs.100.74 crores under SJSRY.
- Model Municipal Law Highlights.
- Year end review MOUDPA.

An innovative series of pamphlets on Municipal Finance is being prepared and disseminated.

To support meso and micro level interventions in municipal governance, and to stimulate other civil society actors to consider intervening in this area, several official documents were accessed, simplified and disseminated in soft and hard copies. These comprised of:

- Mapping of Urban Institutions/Departments under the Ministry of Urban Development and Poverty Alleviation.
- Compendium of Centrally Sponsored Schemes/Initiatives of MoUDPA-in SMTs.
- Report and Database on Urban Governance in India Post 74th CAA.

PRIA partners are also disseminating these materials, and others they have prepared, on the theme of municipal governance, more widely in local languages. While electronic access has made dissemination of information a quick, timely and cost-effective approach to capacity enhancement, hard copy dissemination continues to be needed by small and medium size civil society organisations,
operating in remote districts and blocks of the country.

The capacity enhancement through a wide variety of approaches and methods, on an ongoing basis, makes it possible to enable other civil society organisations to undertake similar interventions in different contexts, thereby generating multiplier effects.

**Convening Fora**

PRIA's approach to promoting innovations and their multipliers is through convening specially focused fora that generate opportunities for mutual learning and influencing. PRIA attempts to design and convene such fora in partnership with relevant others, thereby stimulating processes of inclusion and ownership. Such an approach is regularly used by PRIA/partners. Two significant macro fora convened during the year are described here.

- In a variety of social mobilisation efforts, from Pre-Election Voters Awareness Campaign to Gram Sabha mobilisation, PRIA/Partners have been utilising folk forms of communication puppetry, street theatre, poetry, song, dance, jatha, art and painting, etc. Over the past decade or so, there has been a decline in opportunities for sharing, learning and mobilising capacities for using folk forms of communication in social mobilisation. PRIA convened a national forum in September 2003, hosted in Mahendragarh, Haryana. 151 folk practitioners of 14 teams from 12 states participated in the forum.

Coinciding with International Literacy Day (September 8), the inauguration of the forum comprised performances emphasising literacy for girls and women, a significant constraint faced by many women, dalit and tribal elected representatives, too. Entitled "Folk Media in Social Mobilisation for Governance", the forum encouraged the teams to develop their communication strategies on promoting participation (in particular, of marginalised sections) in gram sabha. These performances were then conducted throughout Haryana in villages, schools, colleges, towns, market places (haat), district offices almost anywhere and everywhere in 9 districts. Not only was the issue of participation in gram sabha raised on a wide scale in Haryana, but the performing teams also received positive feedback from the viewers and public.

Small group discussions and suggestions from resource persons enhanced the understanding of finer points in balancing entertainment and learning, so that real messages are received by the audience. Enthused by the positive response from government officials and media, these teams of folk performances decided to convene such fora in their own regions and states so that other folk artists and performers are mobilised to work towards the objective of accountable and effective local bodies. In that sense, significant multiplier effects in linking folk media to local
governance seemed to have been achieved through this fora and its follow-up.

During January 2004, Mumbai hosted the third World Social Forum. This was a gathering of a wide diversity of citizen groups and civil society actors from around the globe, under the banner "Another World is Possible".

PRIA convened a two day workshop during the Forum which deliberated upon Globalisation and Local Governance. The issue of devolution of decision making at lower levels and concentration of power and resources at global level was debated at great length. Participants comprised of national and international civil society leaders, mayors of medium sized towns, academics and officials. The negative aspects of globalisation, so frequently cited, need not always be so when viewed from the perspective of local bodies. Likewise, local governance institutions need not respond to the needs of the marginalised in all situations. Conflict and cooperation between local, national and global spheres of governance needs to be handled in a democratic manner. Experiences from Philippines, Brasil, Uganda, South Africa, UK and India were shared in these deliberations.

Civil society relationships in local and global spheres was the second aspect of the deliberations. Building on concrete experiences of trying to work together on issues such as housing rights, Millennium Development Goals (MDGs) and stakeholder participation, discussions during the workshop focused on the challenges of linking local experiences with global trends and policies, and vice-versa. Global civil society was being viewed as a voice of the civil society in the north, and not necessarily voices of civil society from around the globe. What should be done to enable mutual linkages and accountability of civil society organisations operating at different levels?

Besides attending the workshop, participants also engaged with the cultural and educational processes throughout the Forum, a powerful experience of diversity.

Global Partnerships

PRIA's understanding of, and therefore, interventions at, global forces that shape and influence local and national policies and programmes has been a historical reality since its inception. Participatory Research Networks, which gave birth to PRIA more than 22 years ago, were international mechanisms for mutual learning and solidarity. In different phases of PRIA's evolution, these global partnerships have taken up greater or lesser visibility and action. Yet, PRIA's global outreach and linkages provide it an on going possibility to share its lessons, approaches and perspectives with civil society actors around the world, thereby creating possibilities of multiplier effects beyond borders.
During the year, a number of such partnerships became appropriate mechanisms for generating such multiplier effects internationally.

**a.** Three years ago, PRIA contributed to the evolution of Local Government Learning Network - **LogoLink** along with IDS, Sussex (UK) and others in Philippines, East Africa and Latin America. Promoting Citizen Participation in Local Government as its mission, LogoLink is a network of practitioners, academics, policy makers and elected representatives.

During the year, PRIA team participated actively in reviewing the previous phase and planning the next one along with partners from around the world in a meeting held in IDS, Sussex in July 2003. Two significant plans evolved - one, to convene a learning workshop for a South Asian Network in Nepal where elected representatives, government officials and civil society actors can together share and learn from each other (could not be held due to local conditions); second, to undertake a collaborative, inter-regional comparative study on citizen participation in resource (allocation, mobilisation, monitoring) decisions in local bodies.

PRIA (along with its partner SAHAYI) hosted a meeting to plan the study in Kerala in January 2004. Besides providing an opportunity to international delegates to visit the sites of interventions by PRIA/partners, dialogue with senior government officials of Kerala government were also facilitated.

Taking advantage of Commonwealth People's Forum (organised by the Commonwealth Foundation) during CHOGM in Abuja, Nigeria early December 2003, LogoLink hosted a half-day workshop on Citizen participation in local governance from different countries. Experiences from Nigeria, India, Belize, Bangladesh, Malta, Uganda and USA were shared and discussed. PRIA's learning materials were distributed and an opportunity for African team’s exposure visit to India were explored.

LogoLink is in its early phase as a network, but represents the potential of becoming a forum of mutual learning and policy dialogue, with a multistakeholder approach, on promoting citizen participation in local governments around the world.

**b.** The Commonwealth Foundation had initiated a study on 'Civil Society in the New Millennium' during 1997. Dr. Rajesh Tandon, President-PRIA, was convenor of the study, conducted in 45 Commonwealth countries, including India (where PRIA and its partners were associated). Its findings were presented to Commonwealth Heads of Government Meeting (CHOGM) in Durban, South Africa in November 1999, entitled 'Citizens and Governance'. Following the endorsement of its recommendations by CHOGM, the
MACRO OUTREACH

Commonwealth Foundation began a **Citizens and Governance Programme** to promote practical action on the ground. Dr. Rajesh Tandon, President - PRIA, has provided leadership to this programme over the past three years. Two PRIA partners, SSK in UP and LJK in Jharkhand, have been actively associated in the implementation phase. Many of the learning materials and publications of PRIA/partners have been distributed to more than a hundred civil society groups in Africa, Caribbean, Pacific and South Asia, which are now a part of the informal citizens and Governance network, encouraged and supported by the Commonwealth Foundation.

During the year, based on these practical experiences on the ground and synthesis of lessons thereof, the Citizens and Governance programme of the Commonwealth Foundation has produced a Citizens and Governance toolkit - both a CD and a printed manual. The pilot version of Citizens and Governance Toolkit was presented by Dr. Rajesh Tandon, President PRIA, to the Commonwealth Civil Society Forum in Abuja, Nigeria, December 2003, attended by nearly a hundred delegates from around the Commonwealth. Based on the feedback and suggestions for further improvements, the revised Citizens and Governance Toolkit (which comprises of many experiences, methods, strategies and perspectives of PRIA/Partners) in CD and print forms will be publicly disseminated this year. Wide use of materials contained in this Citizens and Governance Toolkit will contribute to greater multiplier effects internationally.

Strengthening Civil Society engagement with a multilateral system of global governance is the central mandate of **FIM (Forum International Montreal)**. Founded five years ago as a global civil society platform that reviews and synthesizes lessons from civil society engagement in the UN system, International Financial Institutions and WTO, regional economic and political groupings (like MERCOSUR, ASEAN, SAARC, OAU etc.). FIM began a process of engaging G8 (the annual meet of political leaders of world's eight rich nations) to create specific mechanisms for civil society engagements in the increasingly influential, yet informal and undemocratic, annual forum of this elite club. Since these G8 meetings are hosted in these eight countries by rotation, domestic civil society engagements of these northern countries has been possible occasionally. But the voice of southern civil society has rarely been heard in G8, till FIM began this initiative two years ago when G8 was hosted in Canada. Last year, France hosted G8. FIM collaborated with associations of development organisations in France to evolve an agenda and methodology of dialogue with senior officials of G8. African civil society inputs into the G8 plans for NEPAD and Asian civil society inputs into the multilateral approaches to peace and security were specially focused upon.

Building on these experiences of G8 and Global Governance 2002, FIM is now planning a conference on "Civil Society Visions and Strategies Towards Global Democracy 2005". PRIA's experiences and methods of promoting participatory democracy in India have been contributing to the design of this conference.

Dr. Rajesh Tandon is founder-chair of FIM.
New strategic plan in an organisation implies new structure, roles and capacities. This has also been PRIA's experience over the past two decades.

So, when the new strategic plan "Governance Where People Matter" became operational last year, several improvements in the structure and systems were initiated with a view to operationalise interventions necessitated by the shift.

**Structure and Systems**

**Matrix Structure**

A new matrix structure, with dual responsibility for senior staff in overseeing field operations and managing macro themes, was put in place last year. During this period the geographical and thematic responsibility was redefined to provide more precision to the system. Some senior staff of the state level offices (Haryana and Himachal Pradesh) were given independent responsibility for management, whereas in the new states handholding efforts were continued.

The structure of the organisation was also revised to increase the dedicated professional staff at the macro level. Thematic groups across states, under the leadership of national teams were also activated during this period. While the matrix responsibility structure has worked to enhance linkages between geographical experiences and thematic issues, it has been recognised that national level teams need to be reinforced with additional capacity.

During last year, quarterly review and planning system was put in practice by activating Programme Coordinators Forum (PCF). The PCF consists of state coordinators, members of national thematic teams, and PMU representatives. From this year PRIA has also started meetings dedicated for detailed thematic discussions, prior to the Annual Planning and Review Meeting. Building on its effort from last year to have an Annual Meeting with partners, government and donors, PRIA has organised the same in April 2004.

**Communication and Learning Service Centre (CLSC)**

In order to converge and integrate different components and units, CLSC was created to include library, publications, EDP/multimedia and web management. During last year, PRIA started in-house uploading and updating of its Website, along with repackaging of research and field experience in popular learning materials. A number of print, audio and video materials were produced and disseminated. PRIA outsourced some of its material production to provide quality outputs. The PRIA library is considered as one of the best-equipped resource centers on participatory development and governance issues. To make the library more accessible, a move ahead is planned toward its digitisation during this year. Annexure II provides a list of key publications by PRIA and Partners.

[Homepage of PRIA's website (www.pria.org)](http://www.pria.org)
INSTITUTIONAL STRENGTHENING

Uploading of PMS

The web-based Project Management System (PMS) was pilot tested in PRIA locations. It was systematically improved by adding new features to it. These new features were in relation to making it more user-friendly and including a component of time management of PRIA staff. It is now planned to extend PMS to our partners involved in the implementation of the joint programme in states this year. The required technical and capacity building input will be provided to them by PRIA.

IT System Development

For development of Information Technology systems, a special unit has been constituted in the President’s Office. The primary role of this unit is to provide technical inputs as well onsite support to all field offices. A number of visits were made to various districts and state sites for this purpose.

An effort was made to provide hardware capable of running software(s), which are now installed in PRIA. Since most of PRIA’s PMS system is Internet based, PRIA got a V SAT system installed in its head office and uses the latest technology of WLL to get its remote DRC’s connected. Local Area Network system (LAN) was installed and made operational at SSK, Lucknow, a partner of PRIA.

PRIA is using the latest technology to make optimum use of its linkages and learnings from the field. To strengthen it further, an E-Doc management system has been installed. This software makes data, reports, communications, and files accessible. PRIA staff under went a training for operating this system. With the help of external IT consultants, PRIA is also undertaking client specific software to link Tally data with PMS. This exercise is providing holistic data on both financial as well as programmatic progress for purposes of monitoring and planning. An innovative contact management module is also under preparation. This will act as an extension of the PMS system to provide centralised as well as easily accessible mailing lists, thereby facilitating dissemination of information at a much wider scale.

Financial Management Systems

PRIA moved ahead by not only incorporating latest IT systems to provide precision to financial management system (FMS), but also engaged external professional consultants to advise on developing accounting standards as per the new guidelines of Indian Institute of Chartered Accountants. This also has the component of costing parameters (direct/indirect cost) to make it better defined. This year PRIA has planned to incorporate these recommendations in the form of a revised FMS Manual for PRIA. Finance and accounts staff of partner organisations are being trained and supported to adapt this FMS Manual for their organisations.

Human Resource Policy and System Revised

The Compensation system and the Service Rules of PRIA were revised and implemented during the period. Special focus is given in all the HR related systems to gender policies and gender fair practices. Campus based recruitment for new programme staff needed in micro and meso locations was systematised during the year.
INSTITUTIONAL STRENGTHENING

Update Institutional Policy

The Institutional policies and procedures related to administration, delegation, purchase, travel, library, IT and publications were updated and compiled. Due stress is given to the presentation and language in these documents so that staff at every location can understand and comply. Systematic orientation of field staff on these policies and procedures is undertaken regularly.

Field Support Unit

A new unit was established last year to ensure full understanding and effective compliance of common institutional policies and practices at field locations of PRIA. A number of visits to the SRC and DRC sites were undertaken to review and advise on effective implementation.

Human Resource Development

Human resource development is an ongoing effort in PRIA and includes its partners too. Over the years, PRIA has regularly provided a range of learning opportunities to its staff and those of its partners in order to improve programme implementation and staff growth and satisfaction.

Several of these programmes are conducted in-house (some in collaboration with partners) and utilise external professionals as resource persons. PRIA also nominates its staff (and those of its partners) to professional human resource development programmes organised by other institutions of repute in India and abroad. An overview of human resource development efforts during the past year is presented here.

In-house Capacity Building programmes

- Two capacity building interventions on Urban Governance were organised during the year in May (2003) and March (2004) attended by 75 participants from PRIA and partners.
- Annual Staff Retreat focused on "building minimum shared understanding on the themes of PRIA interventions and building the capacities of PRIA staff on organisational mechanisms" presentations on programme perspectives, gender sensitisation and team building were made in Rajasthan during November 2003. External facilitators from ASEED-IDMAT, New Delhi, contributed to the learning process, which was attended by 90 PRIA staff members.
- A two-day orientation workshop for PRIA staff was organised in November 2003, to build a common understanding of interventions under the new strategic plan 'Governance Where People Matter'.
- Training programme on English language (spoken and written) and Personality Development for support staff was
organised in PRIA. There were 18 participants in this programme. The sessions were spread over six months (June December, 2003), twice a week for 2 hour per session. An external trainer conducted the programme. During this period, six exposure visits to field locations were organised for support staff of PRIA. The objective of this initiative was to sensitisise support (accounts, administration, HR, etc.) staff working at Delhi with field realities.

- PRIA partner SSK, Lucknow, organised a training workshop on "Results Based Management" in July, 2003, which was attended by three PRIA staff. Resource Persons from Association for Stimulating Know How (ASK) facilitated the programme.

- A workshop on understanding Capacity Building for Citizens Leaders was organised in January, 2004, attended by 17 PRIA staff, in addition to 23 other partners.

- As a part of regular in-house capacity building, a Training of Trainers programme on Participatory Training Methodology was organised during September, 2003, attended by 21 PRIA staff and 12 from partner organisations.

- A capacity building workshop on 'Financial Management System' was organised for those PRIA staff taking on positions of responsibility during May, 2003. Shri K.Shivakumar (Chartered Accountant) and Treasurer of PRIA Governing Board was a Resource Person in the programme. There were 39 participants, including partners.

- An in-house training programme on Process Monitoring and Documentation was held in PRIA in July, 2003 for 21 participants from PRIA and partners.

Programme on process monitoring and documentation, New Delhi

Nominations to Programmes organised by other Institutions

During the year, based on needs identified during Annual Performance Appraisal, several staff were nominated to attend HRD programmes organised by other institutions.

- Two members from the Accounts Team of PRIA participated in the national consultation on Technical Guide and Accounting and Auditing for Not for Profit Organisation, organised by Financial Management Services Foundation, Delhi in October 2003.


- Two PRIA staff members attended one-day Accounts Aid workshop organised for Ford Grantees in Delhi in October, 2003.
INSTITUTIONAL STRENGTHENING


► Two programme staff of PRIA attended the Basic Lab on Human Process (BLHP) organised by ISABS in December, 2003.

► One member of PMU team in PRIA attended a week long Project Management Course at Institute of Rural Management (IRMA), Anand, during July, 2003.

► In order to build an understanding of digital library system, PRIA staff attended a three-day workshop in March, 2004 organised by Tata Energy Research Institute (TERI), New Delhi.

► Year long study leave was granted to one senior PRIA staff member to pursue higher studies at Institute of Development Studies (IDS), University of Sussex, UK.

During the year, a total of 2001 days of structured HRD participation for PRIA/partners staff was undertaken.

Ongoing capacity enhancement on use of IT, new systems like PMS and gender sensitisation (workshops organised by CGAMP in PRIA) are carried out in addition to the above.

Institutional Strengthening (including HRD) in PRIA (and partners) is now poised to be taken to the next level where it not only contributes to more effective implementation of current strategic plan but also assures long-term sustainability of PRIA's mandate and material base.
# Key Publications by PRIA and Partners 2003 - 2004

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<th>Title</th>
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<tr>
<td><strong>PRIA, New Delhi</strong></td>
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<tr>
<td>Local Self Governance (Rural)</td>
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<tr>
<td>▶ Booklets on Local Governments</td>
<td>English</td>
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<td>▶ Local Governance Globally: Legal Frameworks</td>
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<td>▶ Local Governance Globally: Governments in action</td>
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<td>▶ Local Governance Globally: Issues to be addressed</td>
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<tr>
<td>▶ Three short films based on Folk media convention</td>
<td>Hindi</td>
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<tr>
<td>▶ Lok Jagran (14 mts), Jeevan sangeet (13 mts), Kam se Kam 1/3 (12 mts)</td>
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<td>Local Self Governance (Urban)</td>
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<td>▶ Series on Municipal Finance</td>
<td>English</td>
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<tr>
<td>▶ Challenge of Delivering select Municipal Services</td>
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<td>▶ Urban Local Bodies in Financial Stress</td>
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<td>▶ Strengthening Municipal Services</td>
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<td>Civil Society and Governance</td>
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<td>▶ Abstracts and brochures for conference on Citizenship and Governance, State, Civil Society and citizens revisiting the relationship (February 04)</td>
<td>English</td>
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<td>▶ World Social Forum conference material</td>
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<td>▶ Study reports - Development Research Centre <em>(Details on pg. 38)</em></td>
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<tr>
<td>▶ Documentary film on Peace and Social Cohesion programme</td>
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<td>Non Profit Sector Series <em>(Details on pg. 36)</em></td>
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<td>Institutional Publications</td>
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<tr>
<td>▶ Governance where people matter (Book)</td>
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<td>▶ Strategic Plan of PRIA &quot;Governance Where People Matter&quot;</td>
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<td>▶ Annual report 2002-2003</td>
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<td>▶ PRIA Planner 2004</td>
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<td>Films (cdroms) on PRIA's 20th year Anniversary Programme</td>
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<td>▶ Practice Research Engagement</td>
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<td>▶ Reflections and Reaffirmation of Vision</td>
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<td>Journals</td>
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<td>▶ Innovations in Civil Society  (Twice a year)</td>
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<td>▶ Participation and Governance (Thrice a year)</td>
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