PRIA

Knowledge. Voice. Democracy.
PRIA
Society for Participatory Research in Asia

2014-15

Addressing Governance Deficits

33rd ANNUAL REPORT

PRIA is a global participatory research and training centre

CONTENTS

Part 1

Part 2

2014-15 AT A GLANCE

We carried out interventions in **163 sites** across 108 gram panchayats, 44 informal settlements, 5 wards and 6 cities, directly building capacities of **39,384** people, sensitizing over **240,167** community members, staff in public agencies and private organisations, political leaders and elected representatives.

Nearly **1800 learners**, of which **60 per cent were women**, attended 82 programmes

19 multi-stakeholder dialogues created space for **911 citizens, including 273 women and girls**, to share, learn and work together

PRIA International Academy built capacities of **426 learners** – 41 for certificate courses, 14 for appreciation courses and 371 for the Online Training Capsule

153 gram sabha meetings, 46 youth group meetings and **53 settlement committee meetings** were held to raise awareness among our core constituencies

2 campaigns informed **5,000 citizens** across 20 gram panchayats on the issue of violence against women in public spaces

PRIA

2014-15 AT A GLANCE

Learnings from the field and research results were shared in **12 workshops** and conferences at national, state and city levels attended by **360 participants**.

Participatory research and surveys covered **6 cities** and **81 gram sabhas** across **16 districts**

Outreach was extended by engagement with **31** print and television **media professionals** and **102 academics** across **33 universities**

35 articles covering PRIA events and projects appeared in national and local English language and regional language newspapers

Field level interventions and workshops were synthesised in **26 written documents** and **1 audio-visual film**

CHAIRPERSON'S MESSAGE

This year's Annual Report comes to you with a deep sadness. We lost Martha Farrell – a friend, colleague, gender activist (within and outside the organisation) and the "go-to person" for efficiency in administration and sensitivity in human resources related issues at PRIA – in a senseless terror attack in Kabul, Afghanistan on 13 May 2015. Martha had gone to Kabul for the sixth time to work with local community groups, in partnership with the Aga Khan Foundation, to strengthen women's empowerment. We never expected that she would not return.

On behalf of PRIA trustees and the PRIA family, I thank all those who sent condolence messages, attended her funeral, and have organised memorial meetings in the months following. She touched many lives with her kindness and generosity of spirit. The loss to Rajesh Tandon, her husband, their two children, Suheil and Tariqa, and the extended family at home and in PRIA is immeasurable. It will take us a long time to recover from this loss, if at all. Things will never be the same. Yet, as when she was alive, in her absence too we are constantly reminded of what needs to be done for development to reach the most vulnerable and to ensure women don't get left behind, that their voices are heard and their inclusion and leadership celebrated, at home and in the workplace.

This loss has made PRIA and its board of trustees face many challenges. Most civil society organisations never anticipate such a calamity will befall our colleagues when they travel to remote and often dangerous locations in the pursuit of our missions. Our project proposals do not highlight such risks, nor do our insurance covers anticipate this. Our promise to her memory is that we will not only make sure we build this into PRIA's organisational processes and work, but we will also help others to do so.

So strong and persistent was Martha's drive to ensure organisational commitments to issues of vulnerability and gender that she continues to make strong demands on us to integrate it into all work done by PRIA. Embedding gender in projects and organisationally within PRIA as we develop our plans and strategy for the next phase of work, and in cadre building elsewhere will remain a strong lever in our efforts to fulfil our commitments. Every staff member in PRIA is recommitted to the values of PRIA that she embodied – of honesty, professionalism, support and inclusion, and in particular to celebrate being together through the Participatory Lunches which Martha introduced, when all staff (young and old, senior and junior, men and women) collectively cook a meal within PRIA to champion equitable relationships at home and work. In the coming year, the Board will work to set up the Martha Farrell Foundation which will support activities and programmes Martha wanted to work on with deep passion and commitment. Many individuals and organisations have volunteered resources, funds and institutional support for this venture, and we thank them for their generosity.

Please join me and the Board of PRIA to work with Rajesh and his team to make all this possible.

31 July 2015

Sheela Patel
Chairperson, PRIA

Addressing Governance Deficits

1

In the beginning of the 1980s, at the start of its journey, PRIA focused its programmes on promoting ***participation*** *of the excluded in planning, implementing and monitoring their own development programmes. It was 'novelty' at the time to do so, as the general practice internationally was 'doing development for the poor'. National and international experts were challenged by PRIA's emphatic push for valuing people's own knowledge and capacities as the essence of* participatory research*. As one of the anchors of the international adult education movement, the participatory methodologies incubated in India by PRIA began to get adopted worldwide.*

As major shifts in national and international contexts began to occur in the early 1990s, PRIA began to pay greater attention to **civil society** and its myriad manifestations as agents of change. As a founder of CIVICUS (World Alliance for Citizen Participation) in 1993, PRIA's efforts in mainstreaming citizen participation gained recognition initially at local levels. Local government bodies – panchayats and municipalities – were enabled through PRIA's programmes to function with capacity, efficiency and accountability.

It was largely in the 21st century, at the dawn of the new millennium, that PRIA began focusing its programming on governance. In 1999, PRIA had produced a pan-Commonwealth report on 'Citizens & Governance'[1] which contained the seeds of this programmatic thrust. PRIA convened a national convention in Bhopal (in November 1999) to focus attention on 'Citizenship, Participation and Democracy'. Readers of PRIA's 18th Annual Report will find the first connect to **governance** in the organisation's programming.

While much of the emerging discourse was on 'good governance', PRIA emphasised 'democratic governance', which it demonstrated in its field programmes and interventions. PRIA articulated *governance where people matter* on the occasion of its 20th anniversary in early 2002. In operationalising this strategy, PRIA began to demonstrate organic linkages between the lives of people in rural and urban areas. Simultaneous engagement at multiple levels (from local to global, and across regions) to bring about sustainable change in the lives of citizens became the basis of its work.

Reforming governance institutions to deliver their mandates and services to citizens, and building capacities of elected representatives to work for the people was a major focus with panchayats over these years. As structural constraints to women's participation became obvious, *how gender matters* in participation, civil society and governance gained centrality in PRIA's programmes (26th Annual Report). The Citizenship DRC[2] began to support a gendered analysis of governance and citizenship.

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1   Tandon, Rajesh (1999). *Civil Society and Governance: An Indian Perspective*. New Delhi: PRIA.
2   PRIA was a founding member of Citizenship, Participation and Accountability Development Research Consortium (DRC), anchored in IDS (Institute for Development Studies), Sussex. This network brought together researchers from Asia, Africa, Latin America and the UK to study citizenship in more than 20 countries over a ten-year span.
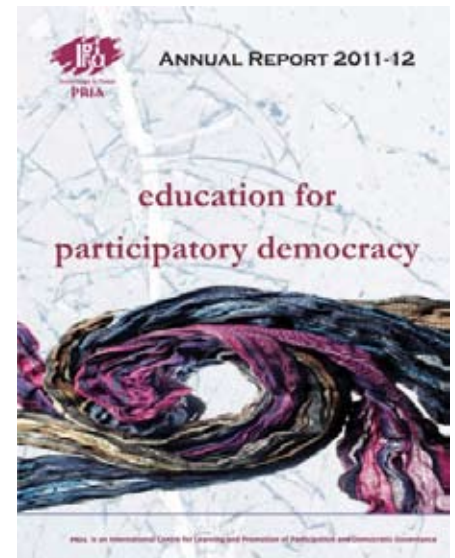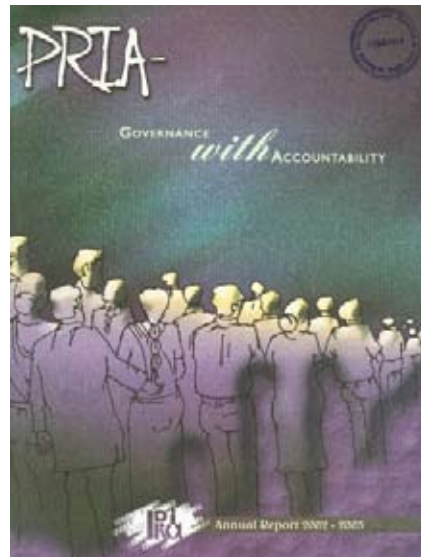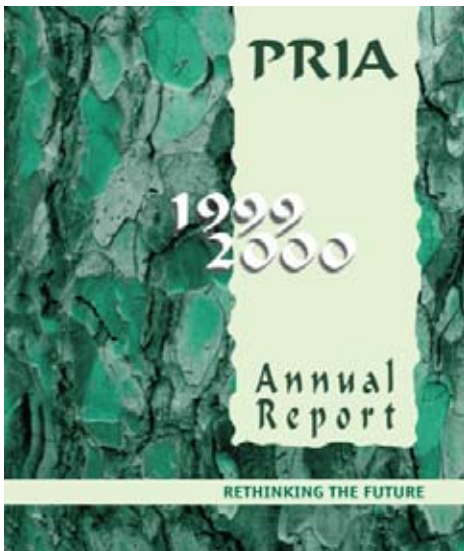
The push towards making governance institutions responsive to the needs of citizens at local levels began to indicate to PRIA the significant impacts of transnational forces and institutions. Democratic local governance can only deliver basic services and rights to all citizens if *global governance* is simultaneously *democratised*. As a founding member of FIM Forum for Global Governance, PRIA found a platform to share and learn new ways of linking the local with the global.

By the time PRIA turned 30, it became clear that *making democracy work for all* was critical to sustaining public support for democratic governance. PRIA began to demonstrate that if government programmes were going to result in access to basic services by the poor and marginalised, it required sustained engagements with the 'supply' side of services. Building capacities of public agencies responsible for delivering education, health, water, sanitation, security and planning became an integral part of all our programmes. Facilitating learning for citizens and institutions through a variety of online and offline methods was the central focus of the 30th Annual Report, *Education for Participatory Democracy*.

It is now being widely recognised in India and around the world that 'governance matters'. Governance matters to prevent conflicts, just as governance matters to ensure safety and security of all citizens, especially girls and women. Governance matters in rural as well as urban areas; governance matters in local municipalities as it does in The World Bank. Governance matters in all types of institutions – government, business, civil society; in factories, mines, offices, schools and colleges, hospitals and airports.

Yet, progress on reforming governance is rather slow nationally, and internationally. In order to realise substantive improvements in the way governance is carried out, it is critical that its various *deficits* are identified and analysed. This 33rd Annual Report (2014-15) focuses on PRIA's efforts to address certain identified governance deficits.

In PRIA's judgement, **efficient and equitable delivery of basic services to all citizens** in many Southern countries faces the most serious governance deficits. Public investments in provision of basic services have been increasing in many countries, including India. In addition, several countries and provinces have begun to invite private

providers to deliver such basic services. Yet, the supply of basic services remains inadequate to a vast majority of the world's population. Lack of demand for basic service delivery by 'active citizens' also contributes to the underdevelopment of citizens and households.

As this Report shows, governance deficits in access to safe and adequate drinking water and sanitation services in rural areas of India are widespread. Active citizenship, with full understanding of rights and obligations of all citizens, is weak in marginalised areas and among tribal communities of the country. There are also serious gender-based distortions and discriminations preventing girls and women in 'acting like a citizen'.

District level agencies and officials lack skills in inclusive and systematic planning based on authentic data from the field; procedures for allocation and disbursement of funds to identified localities continue to be cumbersome and time-consuming. Elected representatives to local governments (panchayats) and District Planning Committees lack information and knowledge to contribute to the efficient and equitable delivery of basic services.

In India's rapidly growing urban habitations, city authorities and municipal leaders lack information and resources and the skills to be inclusive in the delivery of basic services to the urban poor. A large number of informal settlements in urban areas are not even recognised by city authorities. Though dependent on informal service providers, middle class residents of cities do not generally support their inclusion in a city's plans. New migrants and informal sector workers in urban areas lack information and organisation to claim basic services. Working together with all citizens from different socio-economic strata to ensure inclusive service delivery is not a norm in public and private agencies. PRIA's programmes try to address such governance deficits in the delivery of basic services in both rural and urban areas of India.

The second current area of PRIA's programmatic thrust is to reduce the governance deficits that create obstacles in the functioning of various public agencies to prevent violence against girls and women at home, in schools and shopping centres, at workplaces and on the road. A number of societal and attitudinal deficits also undermine the safety of girls and
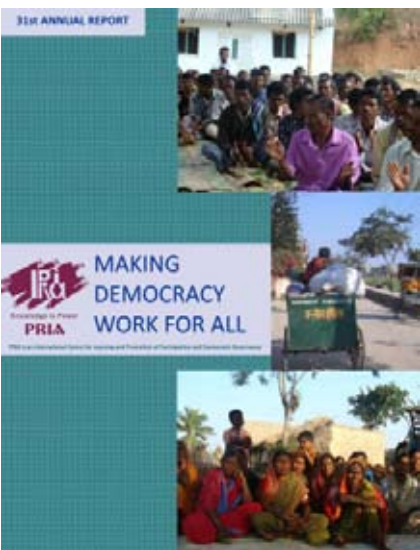
women. PRIA's programmes in **ensuring safety of girls and women** in the country explicitly target such deficits. Unless boys and men change their attitudes and, together with girls and women, hold development and security agencies accountable, significant improvements in the safety of girls and women will not happen.

Improving girls' access to quality primary, secondary and tertiary education requires that girls and their parents feel safe on the streets, in transport and at schools and colleges. Learning skills to improve economic participation of girls and women in the national economy requires that girls and women feel safe in traveling to such skill development centres. Making lifetime contributions to a family's welfare through gainful work requires that women feel safe from sexual harassment at workplaces. Gender discrimination and violence against girls and women is the single most significant obstacle to building a vibrant and just society.

The third area of PRIA's programmes is to bridge the deficit in **human and institutional capacities** that hinder effective and inclusive development of all. Such capacity constraints are most severe in regions and countries which have traditionally and historically been under-developed. While promoting learning for community-based development professionals has always been an integral part of PRIA's training programmes, strengthening institutional capacities in government, business and civil society is also critical for scaling-up results. These initiatives are undertaken both within the country, and outside (particularly in the South Asian, Central Asian and South-East Asian regions). Investments in building such capacities in institutions have been lacking in India and many other countries. Public officials and agencies equally face capacity constraints as do community-based organisations. Weak human and institutional capacities in the poorest districts and regions is a serious governance deficit not adequately addressed. Trained professionals to undertake complex socio-economic development tasks and responsibilities do not want to work in such under-developed locations. PRIA International Academy (PIA) was launched by PRIA a decade ago in order to provide long-term responses to address such deficits.

In its 31st Annual Report, PRIA re-affirmed its public commitment to 'making democracy work for all citizens'.

Last year, PRIA's 32nd Annual Report demonstrated its long standing impacts on issues where 'governance matters'.

This 33rd Annual Report of PRIA carries forward this trajectory by concretely 'addressing governance deficits' in sectors and in ways as described above. You are invited to learn about PRIA's work and contribute towards addressing governance deficits wherever you are based.

Rajesh Tandon
Founder-President, PRIA
New Delhi
31 July 2015

In Loving Memory

Martha Farrell

June 5, 1959 – May 13, 2015

Our friend Martha Farrell, civil society leader and adult educator, was among 14 people killed in a Taliban attack on a guest house in Kabul, Afghanistan on 13 May 2015. Martha was known and respected in India, and around the world, for her work on adult education, women's rights and gender equality. She had been leading a gender training workshop with the Aga Khan Foundation in Kabul at the time of the attack. She was fearless and committed to her work, despite the dangers.

Daughter of Iona and Noel Farrell, Martha was born in Delhi into an Anglo-Indian family. She went to Presentation Convent in Delhi, studied English literature at Delhi University, and did a master's in social work at the same university. She undertook pioneering work on sexual harassment in the workplace in India, completing her PhD on the subject from Jamia Millia Islamia University in 2012. In 2014, she published the first Indian book on the subject, *Engendering the Workplace: Gender Discrimination & Prevention of Sexual Harassment in Organisations.*

Martha began her career as a literacy worker, working with Ankur, an NGO working for women's literacy and empowerment in Delhi. She broadened her focus into adult education, where she began her lifelong practice of participatory learning methodology. As Director at Ankur, she was responsible for consolidation of the organisation's work in Delhi, fund raising, networking, administration, accounts and overall management.

In 1991, she co-founded Creative Learning for Change, a non-governmental organisation consisting of development professionals involved in research, training, and documentation of learning materials for students, teachers and facilitators in a non-formal setting, remaining connected to this initiative right through her career.

She formally joined PRIA (Participatory Research in Asia) in 1996, working alongside her husband, Rajesh Tandon, PRIA's founder. Ever since, Martha supported PRIA to become a place of warm welcome and comfort for all staff and visitors, so that learning could take place in a caring and safe environment. She trained thousands of grassroots women leaders as part of PRIA's work on citizen engagement in panchayati raj (local governance).

Martha's crusade for gender mainstreaming in organisations began in 1998 when the Vishakha Guidelines for the prevention of sexual harassment at workplaces were formulated by the Supreme Court of India. She ensured that PRIA developed a mechanism towards this end—a Board-mandated Committee on Gender Awareness and Mainstreaming in PRIA (CGAMP) was established. It was through her sustained efforts that the policy of 'zero tolerance' in this regard was enforced in all workshops, meetings and offices of PRIA and its close partners.

Since 2005, she led PRIA's work on distance education, founding and developing PRIA International Academy, the academic wing of the organisation. Through its Open and Distance Learning programme this Division of PRIA runs global courses around development issues. She also taught part-time at the University of Victoria in Canada.

As well as being an inspiring leader, teacher and activist, Martha was a generous and thoughtful friend, and giver of gifts, great food and warm hospitality.

Effective and Targeted Delivery of Basic Services to the Marginalised

2

One of the major deficits in India's development efforts is caused by systemic exclusion of marginalised households and individuals from accessing timely and good quality basic services. While national and state governments make budgetary allocations towards hundreds of schemes that are meant to deliver basic education, health, water and sanitation, housing and livelihoods, the ground reality is far from the planned objectives. The actual realisation of benefits from such schemes and funds for a large section of the marginalised is constrained by deficits in institutions that need to deliver these schemes and lack of active citizenship by the intended beneficiaries.

PRIA promotes active citizenship by focusing on making marginalised households aware of these schemes, how they can access them in a timely manner, and building their capacities to demand the effective delivery of schemes. Simultaneously, PRIA works on facilitating the delivery of governance by national, state and local level institutions by sensitising officials and building their capacities to respond to the voice of the people. This set of interventions during the year targeted delivery of water and sanitation services to marginalised households in both rural and urban areas in the country.

Delivering Safe Drinking Water to Tribal Communities

Supported by Arghyam, PRIA built on the efforts related to water security for six gram panchayats of Sahibganj district in Jharkhand that had begun in 2013-14. In this year, water security planning for tribal communities was initiated. As a result, 30,000 households understand the need for their participation in planning for water and sanitation services in their gram panchayats and two water security plans have been prepared. Community capacities on understanding their responsibilities to directly participate in planning were built through a series of 72 gram sabha meetings. The project has also built capacities of 405 members of village water and sanitation committees (VWSC), technical support groups, gram panchayat elected representatives and officials of government departments (at district and local levels) on preparing participatory water and sanitation plans.

Preparing water security plans (WSPs) began with surveying the sources of water used by the community, the availability and quality of water at each source, and current access to the source by all households. Sanitation and waste management aspects were also surveyed. A WSP in the absence of a proper solid and liquid waste management plan will not be able to achieve its objectives.

A critical component of the baseline information collection was testing the quality of the water available in the gram panchayats. Skills of project team members to test the quality of water using water testing kits that can test iron, fluoride and arsenic were developed.

The results of the water testing and the baseline information were shared with 270 villagers in the six gram panchayats.

In these meetings, water quality tests were organised to demonstrate the quality of the water that villagers were using in their daily life. The water samples were brought by the participants from various water sources in their villages, and the samples were tested in front of them at the meeting.

The water testing and baseline information was shared with block level officials (on 24 and 25 March 2014), district level officials (on 9 July 2014), and with the Additional Chief Secretary cum Development Commissioner of the Government of Jharkhand (on 10 July 2014). During these sharing meetings, the issue of contamination of the water was raised. Government officials and panchayat members together decided to test 25 water sources from each gram panchayt for iron, fluoride, arsenic, and micro-biological contamination. It was also decided that the results of the testing would be shared in real time with all the stakeholders by using GPS. Training on using GPS and uploading information on Google Maps was organised on 26 April 2014 at Sahibganj.[3]

Capacity of local civil society organisations is also built through field exposure visits. PRIA facilitated a visit of civil society organisations to Gujarat between 7 and 12 December 2014 to understand the field challenges in implementing sustainable water and sanitation interventions.

The VWSCs at the panchayat level were facilitated to take the lead in preparing the WSP. Local level community based organisations and non-government organisations were involved in promoting community engagement. Elected representatives and community outreach personnel such as jal sahiyas helped in raising awareness and monitoring of plans. Capacities were built during participatory training programmes organised in July 2014. Follow-up trainings to consolidate and share learnings (from the hands-on experience of conducting participatory planning) were organised from 2 February 2015 to 4 February 2015 in Sahibganj.

Participatory water planning was undertaken in August 2014 in Ambadiha and Mohanpur gram panchayats. Community participation in the preparation of the WSPs was critical as it ensures sustainability of the process.

Through the project, engagement with media was critical to raise awareness of the community's efforts in these gram panchayats to a wider audience.

This initiative of preparing WSPs was presented at a state level workshop in Ranchi on 3 September 2014, which showcased the model for bottom-up planning to help ensure equitable access to resources. The forum was used to advocate on issues related to water security planning and to make it part of the comprehensive district plan. At the workshop, the chairperson of the Sahibganj Zila Parishad assured the project team that he would take all necessary steps to get the WSPs implemented.

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3 Water testing data from the water sources is available online.
   Mandro Block:

      Ambadiha: http://maps.google.com/maps/ms?ie=UTF&msa=0&msid=205716576897293302304.0004f9437ab1f4aee0cd9
      Damin Bhita: http://maps.google.com/maps/ms?ie=UTF&msa=0&msid=205716576897293302304.0004fc05b6273733066f9
      Mahadev Baran: http://maps.google.com/maps/ms?ie=UTF&msa=0&msid=205716576897293302304.0004fc1b2b259fd80cb83

   Udhwa Block:
      Amanat Diyara: http://maps.google.com/maps/ms?ie=UTF&msa=0&msid=205716576897293302304.0004fccc79ed9a5a5cf59
      Purvi Udhwa: https://www.google.com/maps/d/edit?mid=z0OH9db1P-Oc.kNl6BuT4noto
      Mohanpur: https://www.google.com/maps/d/edit?mid=z0OH9db1P-Oc.k_bSsdf573lg

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Advocacy has also been undertaken through a documentary prepared on the water security planning process. The documentary was shown in the national conclave on 'Nourishing India's tribal children: Voices of front liners, good practices and policy implications' on15-16 January 2015 at Bhubaneswar.[4] It was also shown at the India WASH Summit on 16-18 February 2015 at New Delhi.[5] Documentation of the WSP experience in a manual, 'Samuday Adharit Jal Surksha Yojana', has been widely appreciated and will be used by other civil society organisations to implement similar interventions.

The process of water security planning has seen some results in the response of institutions and of the people.

● *Technical Support Groups formed*

On the advice of the Additional Chief Secretary, the officials of the State Programme Management Unit (SPMU), created under the Department of Drinking Water and Sanitation, promoted the establishment of Technical Support Groups (TSGs) in the intervened gram panchayats to facilitate the preparation of WSPs. Technical support groups have been formed in both the blocks, headed by the pramukh of a particular block. The group will provide guidance during plan preparation and offer support in finalisation of plans at various levels.

● *Participatory plans approved by gram sabhas*

Building linkages with various departments like rural development, drinking water and sanitation, public health and engineering, irrigation, forests, etc. helped convergence between village level plans and annual district plans. PRIA provided hand-holding support to VWSCs in submitting these gram sabha resolutions to the district officials and obtaining technical, financial and administrative sanctions to implement the plans. The Department of Rural Development and Department of Water and Sanitation, Government of Jharkhand were organising special gram sabhas (during 15-31 August) to promote Nirmal Bharat Abhiyan (NBA) and to converge activities under Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) and National Rural Drinking Water Scheme (NRDWS). This was seen as an opportunity and the draft WSPs of Ambadiha and Mohanpur were placed for discussion in these gram sabhas, and a resolution passed.

● *Preparation of DPR and PFR for Ambadiha and Mohanpur initiated*

The field staff of the engineering department has prepared the *najari naksha* of all the villages in Ambadiha and Mohanpur gram panchayats. Drafting of the DPR for Ambadiha and Sri Ram Chauki villages has begun based on a PFR prepared with community participation. These draft PFRs and DPRs will be presented before the district level officials (in the District Level Project Advisory Group) and then to state level officials (in the State Level Project Advisory Committee).

In the coming year, WSPs in four gram panchayats – Purvi Udhwa and Amanat Diyara (in Udhwa Block), and Mahadev Baran and Damin Bhita (in Mandro block) – will be prepared. A refresher orientation programme for elected representatives of panchayati raj institutions, *jal sahiyas* (community helpers), VWSC members, and *pradhans* (heads) of these gram panchayats was held on 16-18 January 2015. In all, 371 participants (167 female and 211 male) attended six reorientation programmes. The WSP experience from Mohanpur and Ambadiha was also shared during these meetings.

Delivering Rural Sanitation Behaviour Change

In the state of Chhattisgarh, PRIA's interventions during 2011-13 have resulted in secure and safe water supply for 5000 tribal households in 40 gram panchayats in four districts. The policy brief that was prepared has been used to advocate for a state-wide acceptance of the methodology of participatory planning that this pilot demonstrated so effectively.

As a consequence of the two years of sustained awareness generation and capacity building to demand rights, citizens of five panchayats in Chhattisgarh accessed *Rs. 1.3 crore (Rs. 13 million) for water infrastructure related work from different government and industry schemes. Of this sanctioned amount, they were able to spend Rs. 95 lakh (Rs. 9.5 million)* on activities based on the annual water plans they had prepared. The Public Health and Engineering Department surveyed the water in these panchayats and began treating it. In Chuhiya village, work on the tap water scheme was started. With the help of AFPRO, a small check dam, dabri and well were constructed.

In 2014-15, PRIA launched another initiative that focuses on district-wide mapping and planning for sanitation, in partnership with Water Aid and the Government of Chhattisgarh. Under the Swachch Bharat Mission (SBM)

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4   The conclave was organised by UNICEF in collaboration of Ministry of Tribal Affairs, Government of India and the state government of Odisha.
5   India WASH Submit was organised by Water Aid in collaboration with the World Bank, WSP, UNICEF, Share and others.

launched by the national government during the year, construction and use of toilets and sanitation facilities has begun. While funds and guidelines are available, a methodology of 100 per cent coverage of all households and communities needs to be implemented that works on both the demand and supply sides in the delivery of sanitation as a basic service. In the absence of the same, physical construction may by itself not result in accomplishment of open defecation free (ODF) goals.

The district-wide approach on rural sanitation in Raipur and Ambikapur districts of Chhattisgarh was initiated by PRIA and Water Aid in 81 gram panchayats covering 7000 households between December 2014 and March 2015. The experiences of various stakeholders in implementing the CLTS approach was shared in a state level workshop on 27 March 2015. About 40 participants from partner NGOs, state and district level SBM functionaries and citizen leaders from target communities participated. The programme has seen some positive results:

- *40 state level master trainers across Chhattisgarh on Community Led Total Sanitation (CLTS) approach were developed*

This approach, to stimulate community demand and need for sanitation, is being adopted for the first time across the state. The master training of trainers has established a district level facilitator team who can implement the CLTS approach at block and village levels, apart from strengthening principal partners working on sanitation issues. The objective was to develop skilled trainers/facilitators who will trigger demand from the community. These master trainers will provide further trainings to swachhata doots and field workers of NGOs to motivate communities to become ODF. In all, 43 master trainers (10 female, 33 male) were trained in the training programme on 22-26 December 2014 in Raipur. SBM officials and representatives of non-governmental organisations of seven districts, representing all five divisions of the state, attended the training.

- *Trainings for 363 swachhata doots* (cleanliness emissaries) *and grassroots level workers on water and sanitation issues. Through their participation, increase in hygiene and sanitation is being observed*.

A key aspect in efforts to reduce open defecation in Chhattisgarh is awareness raising, behaviour change campaigns, and increasing political will as well as demand for

sanitation. The training of grassroots level workers, such as swachhata doots, anganwadi workers and mitanins from 81 gram panchayats, provided by PRIA placed particular focus on ending open defecation by "triggering" the communities into action. The training programme was organised in four phases in each district. More than 17000 people within the target area were made aware of the CLTS initiative.

- *Village sanitation plans of 81 gram panchayats have been approved by respective gram sabhas. Target communities also have ODF plans in place.*

The field level workers were also oriented to adopt the CLTS approach in the preparation of village sanitation plans. Anganwadi workers, education volunteers, health workers, employment assistants, new/old gram panchayat members and other members of village water and sanitation committees developed detailed plans, including village

level sanitation information, accumulating costs, coverage and gaps to be able to reach the ODF objective.

- *The status of accessibility and use of toilets in government amenities of 81 gram panchayats has been captured and information uploaded through GPS mapping*

A key innovation in preparation of these plans was the use of GPS. GPS machines were used to locate the boundaries of a particular village and to understand the condition of toilets in and outside important places like schools, hospitals, gram panchayat offices, bus stops, etc. In future, these GPS maps will be used to draft DPRs on solid and liquid waste management plans in these gram panchayats.

The innovations in community planning promoted by PRIA was appreciated by the state government of Chhattisgarh.

During Swachhta Week organised between 16 and 22 March 2015, the Zila Panchayat of Raipur acknowledged the work being done by PRIA and its partners and showcased the GPS maps prepared by the communities in a document published for the occasion.

- *DPR on Solid and Liquid Waste Management of Giroud village prepared*

A solid and liquid waste management plan for Giroud has been prepared under the project. This DPR is a first of its kind to be prepared in Chhattisgarh.

Building on this positive pilot effort, PRIA, Water Aid and Government of Chhattisgarh in partnership are implementing a major programme for delivery of sanitation in two districts (Sarguja and Raipur) over the next few years.

Urban Poor Demand Basic Services

During 2010-13, PRIA had begun to promote access of basic services by the urban poor in several cities of the country. Its experiences show that organising the urban poor in Settlement Improvement Committees (SICs), especially in the informal settlements of a city, was a necessary pre-condition for effective access to various schemes that offered benefits to the urban poor.

These interventions formed a total of 170 SICs across 10 states. These SICs were federated at the city level. The SIC federation, unlike a SHG federation, is formed in order to take up developmental work in informal settlements by actively advocating for their rights with ward councillors, municipalities and the state government. A total of 152 members, who are core committee members of SICs, were selected as representatives to the city-level federations. Technology as a tool for social mobilisation and demanding services was used effectively. A total of 141 GPS maps with community participation were generated.

During the year, follow-up of these initiatives show exciting results in several cities.

The sensitisation and orientation programme in Trivandrum and Kollam convinced the slum dwellers of the relevance and importance of SICs. Interactions with slum dwellers

increased their understanding on various urban slum improvement schemes; the relevance of raising their voice to address basic issues; participation in ward committees/ ward sabhas of the municipal corporation and encouraged them to collectively raise their voice before the authorities. The awareness generation programmes on Rajiv Awas Yojana, welfare and development schemes of urban local bodies, state and central governments, and provision for participation in urban governance through ward committees/ sabhas helped the participants acquire new knowledge/ increase their existing knowledge. "These classes and meetings have provided us a lot of information regarding the available schemes and programmes for slum dwellers and encouraged us to make use of it," said Smt. Molly, resident of Puthoorcherry, Kavanad, Kollam. The SICs initiated presentation of their demands on *pattayam* (land ownership) and other basic services such as drinking water, drainage and sanitation, and submitted it to the concerned authorities in the corporations as well as their elected representatives.

Participation and engagement in GPS mapping and data generation processes has given informal settlement dwellers information on the size of households and data on basic services which they have documented and presented to the municipal officials in their demand for services. Dhaneshwari

Bansor, Lakshmi Bansor, Seetaram, Yashoda, Kavita Bansor and Rukhmani Devi were part of the survey team in Chandrasekhar Nagar settlement, in Raipur, Chhattisgarh. "We feel very happy. It felt very good to know that we have the competency to use the GPS machine. We accompanied the RAY surveyors to guide them. After they completed the survey, we compared their data with our data," they remarked.

In Jodhpur, the SIC of Eklavya Bheel Basti was successful in getting their grievance regarding lack of electricity supply to their settlement resolved. The SIC of Eklavya Bheel Basti registered a complaint on 25 April 2014 with the electricity board. With sustained follow up, on 21 May 2014 a transformer was installed there, and the settlement received electricity after 10 years. In appreciation, the SIC members honoured the workmen by organising a thanksgiving event. The SIC has also been successful in petitioning for the removal of a liquor shop from their settlement.

In Indore, the city level federation, Basti Vikas Maha Sangh, was formed which includes members from 20 SICs. The Madhya Pradesh Nagar Palika Mohalla Samiti Niyam was enacted in 2011 which mandated the formation of mohalla vikas samitis. Basti Vikas Maha Sangh dialogued with all the four municipal zonal offices of the city and has successfully registered five SICs as mohalla vikas samitis.

In Delhi, dialogue was initiated between the SIC and the B6 Sector Residents Welfare Association in Vasant Kunj. For the first time, middle class residents listened to the problems faced by the informal settlement dwellers, who are also their neighbours. As a result of the dialogue, the Residents Welfare Association has agreed to raise joint common issues with municipal authorities to improve water supply to the sector. The run-up to the state elections was seen as an opportunity to raise common demands with candidates seeking re-election.

In 6 states (Chhattisgarh, Rajasthan, Madhya Pradesh, Kerala, West Bengal, Bihar) dialogue with relevant state government departments and officials was convened each year through the project where organisations of the urban poor, civil society activists, municipal officials and leaders, academia, media partners, representatives of national government, donors and other professionals deliberated upon issues that affect the urban poor, such as land tenure, housing designs and standards, finance and basic services. The Terra Urban blog (http://terraurban.wordpress.com) has been effective in collating lessons from the grassroots as the interventions were being carried out, providing an action-research perspective. The blog has over 600 posts from various grassroots workers and team members on the dynamics of urban poverty, activities of the Forum of Informal Urban Poor Workers (FIUPW) established during the project, and the national campaign on urban poor issues that was conducted in early 2014 in the run-up to the Lok Sabha elections.

This sustained advocacy by PRIA over the past three years has since resulted in greater attention by political leaders, policy-makers and educational institutions to the issues of the millions of urban poor in rapidly urbanising India.

Non-poor associations like Rotary Club, resident welfare associations and Lion's Club were contacted in order to make the non-poor sensitive towards the contribution of the urban poor to their cities and to establish a healthy dialogue between both sets of stakeholders. Two occasional papers – on the opportunities and challenges of middle class residential neighbourhoods and neighbouring informal settlements working together to jointly demand basic services and the process of federating settlement improvement committees – were prepared.[6]

Academic studies on issues of urban poor were initiated in conjunction with a number of higher education institutions. The objective was to influence universities to include the issues of the urban poor in their academic programmes. Many universities were contacted, and with technical guidance provided by PRIA, at least seven studies were initiated.

Academic Studies on Issues of Urban Poor

State	Cities	University	Topic for Research
Karnataka	Bengaluru	Kolar P.G. College, Bengaluru University	Study on evaluation of the functioning, effectiveness and impact of the Karnataka Building & Other Construction Workers' Welfare Board
Madhya Pradesh	Indore	Shri Atal Bihari Vajpai Govt. P.G College, Indore	Regulation of Street Vending Act, 2014
Kerala	Thiruvananantapuram	Political Science Department, University College	One case study on slum issue in Trivandrum Corporation
	Kollam	Social Work Department of Amritha University	Case studies of Kollam Corporation
West Bengal	Kolkata	University of Calcutta and North Bengal University.	Urban poor and their access to services and schemes in select areas under Kolkata Municipal Corporation
Bihar	Patna	Central University Bihar	Internships and small academic studies to understand the WASH status and educational exclusion of the urban poor in some selected poverty pockets of Patna

6   PRIA, 2015, Resident Welfare Associations In India: A Promise Belied?, Occasional Paper, January 2015; PRIA, 2015, Settlement Improvement Committees and It Federation, Occasional Paper, January 2015.

PRIA
Knowledge. Voice. Democracy.

In order to establish dialogue with state governments and urban local bodies, a study on the functional and financial situation of municipalities was undertaken by PRIA.[7] The municipalities were selected from the states where PRIA has been implementing the urban poverty initiative over the last few years.

Emerging lessons from the follow-up activities point towards the need for building capacities in municipalities and other agencies responsible for delivery of such basic services to urban poor households. In the coming period, with stronger commitment of the national government to improve urban development in the country, PRIA's involvement in Smart City and AMRUT programmes will focus on improving the delivery of basic services in an inclusive manner in cities.

Technology Aids Delivery of Basic Services to Urban Residents

The two most common difficulties for all urban dwellers in the country, and perhaps around the world, are access to clean water and sanitation. This is especially problematic for marginalised households in cities. Not only does absence of effective delivery of water and sanitation affect the livelihood of the urban poor, it is also a source of major and continued ill-health in their families. PRIA has worked to bring about timely and affordable access to water and sanitation services to urban poor households in several cities over the past decade.

One of the major deficits in effective delivery of basic services is lack of information and data on the status of delivery, disaggregated by locality in cities. Further, people's perceptions of service delivery aids in meeting service level benchmarks. During the year, in partnership with Water and Sanitation Program (WSP) of The World Bank, PRIA conducted a participatory survey on the current state of delivery of water and sanitation services to various categories of households in six cities (Varanasi, Rae Bareli, Jhunjhunu, Ajmer, Jabalpur and Bhopal). When completed the survey would have covered 33,700 households (of which 20 per cent are poor households) providing authentic data to city authorities. The data collected will begin to inform better planning and equitable delivery of water and sanitation services (toilets and garbage disposal) to all residents, in particular to the urban poor and excluded households, in these six cities. The findings, experiences and learnings will be further used for evidenced-based policy advocacy for institutionalisation of citizen engagement and social accountability practices in India and other countries.

Details of households surveyed in six cities

Cities	No. of Wards	Slum Households	Non-slum Households	Total
Varanasi	90	2035	7224	9259
Rae Bareli	31	822	2312	3134
Bhopal*	80	-	-	-
Jabalpur	70	3162	3473	6635
Ajmer	55	967	4533	5500
Jhunjhunu	45	135	3688	3823
Total		7121	21230	28351

*Survey yet to be completed

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7   PRIA, 2015, Functional and Financial Devolution to Municipalities, PRIA, New Delhi.

It was 'smart' technology that helped youth chosen from the six cities to undertake the survey to ascertain if water and sanitation services in these cities are being provided as per the Service Level Benchmarks (SLB) established by the Ministry of Urban Development. Trained as surveyors, they use smart phones which have a pre-loaded questionnaire. At the specified sample houses, they seek information and enter it into the phone, which then directly gets uploaded on a web-server where it is analysed in real time. The GPS tracking system in the phone indicates the location from where the data has been collected. The survey also incorporates feedback from the urban poor living in informal settlements on services provided to them through shared facilities. During the survey, the enumerators not only punch in data, but get involved in listening to the problems which respondents face and how life in a slum is a struggle.

All surveyors are young graduates, chosen because they had a basic aptitude towards wanting to resolve social issues and an understanding of the social problems of their city. None of them however had any knowledge regarding the water and sanitation services in their city. Every one of them owned a cell phone, some even had smart phones, but they had only ever used their phones to listen to songs, talk with and message friends and family. It was the first time they realised that technology can enable change and information can be used to demand rights.

The survey helped these youth understand the service delivery dynamics in their own city and analyse the problems related to water services from their own perspective. "This survey is an eye-opener. I am able to witness with my own eyes the problems which my city faces, which I never thought of earlier," says Ved Prakash, an enumerator in Varanasi. "Citizens in my city are struggling with bad water as drainage water and drinking water is getting mixed up in a sewerage system which was put in place 40 years ago and is now completely obsolete."

Not everyone the surveyors encounter is positive in their behaviour. The challenge of dealing with different situations and different kinds of people has been an eye-opener for many enumerators. "Being a girl I faced a lot of problems like comments and bad behaviour from men, but I have learnt to manage my problems on my own," says Seema from Varanasi. She believes the technology that enabled her participation can bring change. "With new skills and with new technology, new developments can happen – in me and in my city."

The capacity building undertaken by PRIA has created an available pool of trained citizens. Their experience can be drawn upon in future to scale out technology-enabled social accountability practices. This can also help promote recognition and support to institutionalise technology-enabled social accountability practices.

Ensuring Safety and Security for Girls and Women

3

Growing incidences of sexual harassment, and worse (such as rape), against young women and girls is the ugly under-belly to India's economic accomplishments. A plethora of laws, recently amended to address the increasing physical insecurities that women face, and serious judgements pronounced by the courts have not been able to curb such incidents. PRIA has consistently been working on the issue of violence against women and girls for nearly a decade now. The fundamental approach is of building capacities of youth (young men and women, boys and girls) to act as agents of change and lead the fight to eliminate violence against women in India. PRIA's capacity building interventions motivate youth to question gender stereotypes, raise awareness on the issue of violence against women in the wider community and facilitate changes in institutional accountability of educational institutions and governance institutions to promote safe spaces for women and girls.

Boys and Girls Campaign to Prevent Violence Against Women

To ensure safety and security for girls and women, PRIA launched an innovative programme to address violence against girls and women in public spheres. Called the Kadam Badao Campaign (KBC), the principles of the intervention are:

- Focus on the passion and commitment of youth to bring about change.
- Build capacities in youth to conceptualise and implement social change at the local level.
- Campaign designed and led by a 'core group'– a diverse group of young boys and girls from different social and economic backgrounds.
- Awareness is raised on the issue in local communities by using an innovative mix of offline and online activities.
- Incorporates the unique action of "personal pledges" by youth, community leaders, political leaders, elected representatives and government officials, who pledge to

undertake one workable, practical change at the personal level. The act embodies the spirit of being the change one wants to see.
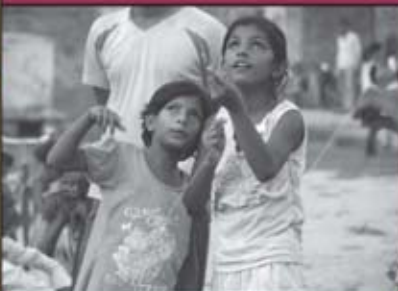
Kadam Badao (Sonepat) Campaign Calendar
In collaboration with Sonepat Police

January 2015

Saturday, 31st Jan

Chief Guest: Kavita Jain
(Cabinet Minister)
Opening Ceremony
Walkathon

Sonipat

February 2015

Sunday, 1st Feb	**Sunday, 8th Feb**	**Sunday, 15th Feb**
Nukkad Natak	Nukkad Natak	Nukkad Natak
Socio-Legal Cell	Socio-Legal Cell	Socio-Legal Cell
Sahitya Utsav	Art Festival	Cycle Rally
Rehmana	**Shehzadpur**	**Mohana**

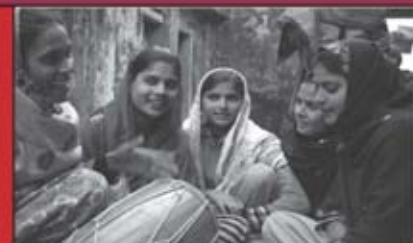| **Wednesday, 18th Feb**	**Sunday, 22nd Feb**	**Saturday, 28th Feb**
Supporting Beti Bachao	Nukkad Natak	Nukkad Natak
Beti Padao Abhiyan	Socio-Legal Cell	Socio-Legal Cell
Youth Sports Carnival	Sanskritik Karyakaram	Kite Flying
Bhagat Phool Singh University	**Rajpur**	**Rohat**

March 2015

Sunday, 1st March

Nukkad Natak
Socio-Legal Cell
Carnival

O.P.Jindal Global University

PRIA

- Demands institutional accountability from governance institutions and educational institutions.
- Capacity is built using PRIA's innovative participatory training and participatory research tools.

Kadam Badao Campaign was launched across 20 gram panchayats in Sonepat district, Haryana, during the year. *The campaign reached and informed 19,500 community members, of which 2256 were young boys and girls. The initiative has also created youth citizen leaders, capacitated to act as change agents for their communities.*

The youth core groups (kishori samuhas for adolescent girls and yuvak samuhas for adolescent boys) in each of the 20 gram panchayats designed and participated in the campaign events which were conducted across seven locations. The core groups also led a baseline safety audit in 20 villages, 20 community level schools and two universities in Sonepat. Over 1800 students (872 boys and 984 girls) from these institutions participated in the audit. The findings of the safety audit were shared with the sarpanches and community members through gram sabhas. The safety audit findings were also collated into a 10 point charter of demands and presented by KBC youth to 23 MLA candidates from eight political parties during the 2014 Haryana assembly elections. The youth leaders addressed press conferences to help communicate their charter to a wider audience through local media.

The launch event of the campaign was a 3 km walk in collaboration with the police, civil health services and district legal services that traversed the heart of Sonepat city. Ms. Kavita Jain, Cabinet Minister for Social Justice, Women and Child Development in the Haryana government, flagged off the walkathon and signed a personal pledge. More than 1500 youth participated in the walkathon.

More than 200 youth and community members presented narratives, poems and short essays on the issue of ending violence against women at the one-day literary festival organised in Rehmana.

At the festival, with help from advocates and para legal volunteers provided by the district legal aid services, more than 30 men and women signed a petition to abolish liquor shops in the village. This petition was used by the KBC youth to take up the issue with district authorities.

A young girl from Mohana government school had no words to express her happiness after participating in the cycle rally in Mohana. She and her friends, along with girls from other villages, had never cycled through the village, so carefree and be seen in the company of boys without being rebuked by community elders.

Freedom of expression was the theme of the cultural festival that took place in Rajpur in the government senior secondary school. Girls and boys took to the stage to express themselves through dance, music and theatre.

During the safety audit, girls had shared that they never played games or sports as they were not allowed outside their homes, except to go to school. They wished they could play sports in a safe environment. A youth sports carnival was conducted in collaboration with Bhagat Phool Singh Mahila Vishwavidyalaya at the university.

Kite flying in conservative rural societies is considered un-ladylike. Girls studying in the government senior secondary school in Rohat flew kites along with youth from the village and students from other schools in the village. Given the opportunity to fly a kite, 150 girls experienced the thrill of flying kites as a mark of their freedom.

KBC has thus created an atmosphere in which young girls are beginning to assert their right to be safe, even though they continue to travel in groups as they still do not feel completely safe when travelling alone. "Only after joining KBC I got to know about various types of violence against women. Earlier I did not know that even a small thing like whistling, winking, passing comments are part of violence against women. I now speak out against all of these," expressed a young woman who was part of KBC. Sensitised by the campaign, young boys are aware of the need to change their behaviour towards women and girls. "Most abuses are very sexist in nature. After joining KBC I understood that if we abuse, then it is derogatory to women. I have stopped doing that," remarked a boy core group leader.

The gender orientation workshops held in the collaborating universities (O.P. Jindal Global University and Bhagat Phool Singh Mahila Vishwavidyalaya) resulted in the anti-sexual harassment committee being constituted in O.P. Jindal University and reconstitution of the committee in Bhagat Phool Singh Mahila Vishwavidyalaya, in which PRIA has been approached to be a third party member. Committee members and student peer educators have undertaken

the Online Training Course (OTC) on Prevention of Sexual Harassment at the Workplace offered by PRIA International Academy.

Twenty incidents of violence against women and girls were also handled by the Kadam Badao program team, ensuring police and legal procedures were followed through in registering cases and hospitals provided adequate services to the victims of violence.

Based on these experiences and learnings, a similar KBC intervention has been initiated in the city of Jaipur in Rajasthan with support from The Asia Foundation. Over a period of one year, an intensive city level campaign with special focus in five selected wards will be undertaken. Five schools and two colleges/universities will also be involved in the process.

Several preliminary meetings involving youth, women, men and other stakeholders have been conducted with the communities in the chosen wards. As the campaign is envisaged to be led by the elected councillors and youth from these wards, profiling of ward councillors in three wards and preliminary meetings with all ward councillors have been conducted. Separate meetings of girls and boys have been held. The participation of youth in these wards has been encouraging, and four yuvak samuhas and four kishori samuhas (total of eight youth groups) have already been formed. A one-and-a-half day gender sensitisation training programme was conducted in Jaipur for program staff and animators from four wards, and for girls in one of the chosen wards.

The positive results emerging from the experiences are being shared more widely in the country, and abroad. As a consequence, PRIA is committed to launching such efforts in several districts and cities of the country in the following year.

Preventing Sexual Harassment at Workplaces

The future of the Indian economy depends on the ability to provide meaningful economic opportunities and of society and institutions providing a safe working environment for the increasing numbers of girls and women joining the workforce. Indian workplaces – at home (for domestic service providers like maids), at government offices, private agencies, in hospitals and educational institutions – are unsafe for girls and women. Equally, women do not feel safe on the streets of India, its bus stands and railway stations, markets and panchayat/municipal offices because sexual harassment is quite rampant.

PRIA has championed prevention of sexual harassment since 1998, when the Supreme Court of India mandated the Vishakha Guidelines for prevention for sexual harassment at workplaces. A couple of years ago the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, was passed into law. Yet, understanding of this legislation, and indeed the meanings and manifestation of sexual harassment at workplaces in everyday life, by both women and men, continues to be weak and ineffectual.

Building on PRIA's sustained work in this area in the past, several new efforts were made during the year.

A. Orientation to the new legislation

PRIA International Academy has successfully developed and launched an online training capsule (OTC) to enhance understanding of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. It is a self-taught, three-hour multi-media training module dealing with all aspects

of sexual harassment, understanding the 2013 Act, and how to handle cases of sexual harassment. The capsule is targetted to help corporates, civil society organisations and government departments meet the legal requirement of raising awareness on the provisions of the new law among employees. The course was launched in September 2014, and nearly 400 learners have completed the online training. Feedback received from learners about the course has been very encouraging.

B. *Building systems in civil society*

PRIA was asked to conduct a two-day face-to-face training for India Action Health Trust (IHAT) for members of its internal complaints committees constituted in all its field offices located in Uttar Pradesh, Rajasthan and Delhi. The trainings were conducted in Delhi and Lucknow.

Gender orientation workshops were conducted at O.P. Jindal University, Sonepat, Bundelkhand University, Jhansi and for staff members of Voluntary Action Network India (VANI) in New Delhi. Bundelkhand University has signed an MOU with PRIA. This collaboration includes implementation of Kadam Badao Campaign in the university, promoting gender mainstreaming and intensive training for senior faculty and internal complaints committee members of the university.

PRIA was represented on the committee that reviewed the gender policy of Aam Aadmi Party (AAP).

C. *Ensuring compliance in companies*

During the past year, PRIA has signed partnerships with New Call Telecom, one of the fastest growing residential telecom service providers in the UK. The collaboration with New Call Telecom includes the review of its anti-sexual harassment policy, constitution of anti-sexual harassment committee, training of its committee members, including its staff, and third party representation on the anti-sexual harassment

committee. A face-to-face input session was conducted for staff of Nimbuzz, a partner of New Call Telecom, who had completed the OTC capsule.

PRIA continues to be the third party representative on complaints committees in Mitsui & Co. India Pvt. Ltd., Airports Authority of India (AAI), Bussan Auto Finance (BAF) India Pvt. Ltd and Basix Academy for Building Lifelong Employability (B-ABLE).

Dr Martha Farrell, Director, PRIA wrote and published the first Indian book, *Engendering the Workplace: Gender Discrimination and Prevention of Sexual Harassment in Organisations*, on the issue of sexual harassment at the workplace in India. The book analyses the prevalence of sexual harassment in Indian workplaces and gives suggestions on what companies, civil society organisations and government departments can do to create gender sensitive workplaces for all employees. The book was launched on 26 September 2014 by Dr. Pinki Anand, well known lawyer, champion of women's issues and Additional Solicitor General in the Supreme Court of India.
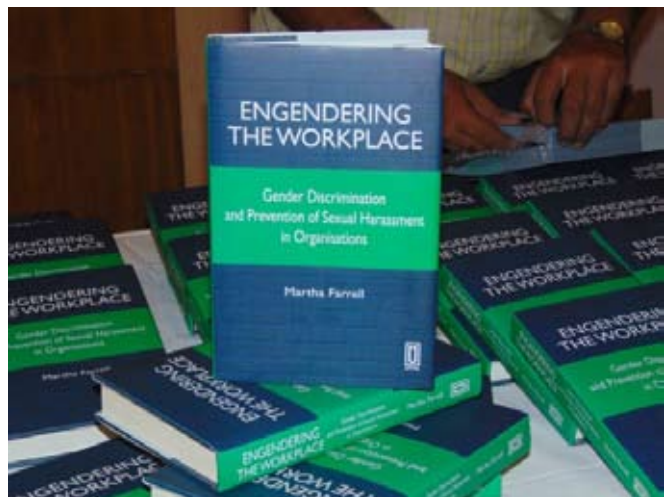
Strengthening Human and Institutional Capacities

4

Underdevelopment and mal-governance is caused largely due to weak and inadequate human and institutional capacities in all sectors of society. As PRIA began its programmes of building capacities in the community and civil society sector in the early 1980s, it was soon evident that poor capacity in government agencies at different levels was the underlying reason for ineffective governance and weak delivery of development schemes. In recent years, capacity weaknesses have emerged in a wide range of service delivery and governance institutions – universities, companies, regulators, justice and police system, hospitals, sports associations, municipalities and panchayats. Investment in capacity development for public and non-profit organisations remains inadequate and ad-hoc (and the private sector tends to relate capacity development more closely to its bottom-line).

In recognition of the acuteness of deficit in institutional capacity affecting the promotion of equitable development, PRIA has continued its efforts towards capacity enhancement worldwide. Its participatory methodologies are recognised and practised around the world. In its 35 years of work in India and internationally, PRIA's single most important impact has been felt by thousands of individuals and agencies (public, non-profit, private). The trajectory of capacity development has been rooted in the socio-cultural and political contexts of regions and localities, and has kept tune with changing contexts and challenges globally.

Building Capacity of State Agencies to Mainstream Gender in Development

Despite recognition of the significance of gender in planning and implementation of all policies and programmes, government agencies lack practical skills and tools to mainstream gender in ways that help achieve projected gender goals. PRIA has been active in supporting such capacity development in government agencies for many years.

During this year, PRIA partnered with UNDP and the Government of India to build capacities of state agencies and elected representatives in integrating gender issues and concerns in district planning in three states – Chhattisgarh, Madhya Pradesh and Odisha. The programme has developed teams of facilitators competent in gender inclusive planning, gender responsive budgeting and gender mainstreaming. PRIA's capacity building approach includes providing hands-on support and guidance to these facilitators as they begin to apply their learnings in order to achieve engendered outputs at the ground level. Support is also provided in developing engendered plans

and implementation processes as well as mechanisms for monitoring and assessment to highlight achievements and assess gaps that need further redressal.

The basis of an effective learning programme is an in-depth training needs assessment, which was undertaken in November 2014 in Odisha and Chhattisgarh, and in February 2015 in Madhya Pradesh. For each state, the assessment analysed the current process of mainstreaming gender in decentralised district planning, the effectiveness of District Planning Committees (DPCs) and women's participation in planning. Findings from this assessment were used to prepare a targetted training programme on integrating gender in district planning. A training manual on understanding gender and its integration in planning was developed to support the training received by the facilitators. The training programme is currently being undertaken in the three states.

Building Capacity of State Agencies to Mainstream Participation in Development

At the heart of effective service delivery is locally appropriate, relevant and timely planning of various government schemes. Decentralised and integrated participatory planning has proven to deliver better results in achieving goals, and better value-for-money. During the year, the Department of Panchayati Raj and Rural Development, Government of Andhra Pradesh approached PRIA to help build capacities of planning officials in the state to enable them to take forward the approach of bottom-up, citizen-centric planning which the 'new' state of Andhra Pradesh has committed itself to in its 'Vision 2029'. In keeping with PRIA's perspective of multi-stakeholders engaging together in the planning process, civil society representatives are also being capacitated along with government officials.

PRIA's intervention is building capacities as links in a chain –

* Officials from various departments and government programmes (such as ICDS) and CSO representatives at the state level are capacitated as Master Trainers.

* They will go on to train officials, NGO partners, officials/members from district/mandal parishads and urban local bodies (ULBs) at the district level.
* These district level officials will go on to train local NGO members, local officials, members of Janmabhoomi Maa Vuru (JBMV) committees, and secretaries of gram panchayats/ULBs at the mandal level.
* Community based planning at the gram panchayat level is then initiated by these capacitated local government officials and members of local self-governance institutions.

The capacity building intervention covers a wide gamut – from training to facilitating hands-on planning to participatory data collection, hand-holding support and sensitisation campaigns.

Perspectives on participatory planning (its history and relevance) and the process of developing community participation among Master Trainers was built through participatory trainings sessions. The training sessions were structured on the principles of adult learning – where participants were encouraged to reflect on their own experiences in the process of learning new perspectives. Most government officials have not been exposed to the participatory planning process, and many believe it is difficult to institute such processes in the context of their work. The master training sessions encouraged participants to understand their own views on the constraints and hurdles in implementing the government's mission of promoting community participation in the planning process at the grassroots level, and to build consensus on the power of participatory planning as a tool for the socio-economic development of the state. The trainings also built confidence among the participants to feel enabled to build capacities of others. The Master Training of Trainers was held in April 2015 at Hyderabad. Over the course of the next year, PRIA will supplement such training with hands-on practice.

Generating Knowledge on Functioning of District Planning Committees

Plans prepared by panchayat and municipalities need to be consolidated at district and state levels. This helps prioritisation of programmes and targetting government interventions according to people's needs. The role of the District Planning Committee (DPC) is crucial in this regard. The constitution of India mandates DPCs to be responsible for systematic and detailed planning for delivery of economic development and social justice. The DPC has the powerful mandate of aggregating village level plans, prepared through active participation of the gram sabha, and citizen-centric urban plans. By creating rural-urban linkages the DPC can help ensure equitable distribution and efficient use of all resources throughout a district. With the national government's fresh commitment to empower state governments to design and implement their own schemes,

the role of DPCs has become even more critical in ensuring effective and targetted delivery of outcomes.

Yet, how effective are DPCs currently? How successful are they in advancing the concerns and priorities of the people from the grassroots to state governments? Can DPC members perform their functions as per their mandated roles and responsibilities? These are some of the questions that were assessed and analysed in the study on District Planning Committees conducted by PRIA in Chhattisgarh, Madhya Pradesh, Odisha, Kerala, Rajasthan, Uttar Pradesh and Maharashtra for UNDP. These field level study findings will be of significance to policy institutions such as the Niti Aayog to help fufill its mandate of restructuring the planning process into a workable bottom-up model.

Preliminary analysis reveals a frustrating picture. While most states have formally constituted DPCs, these have not been constituted as per constitutional provisions. Many DPCs do not hold meetings; majority of the members are not aware of their roles and responsibilities. When meetings are held, members who are aware of their responsibilities are often barred from carrying out their roles. Whether it is Swachch Bharat Mission, Smart cities, AMRUT, or Housing for All, all these new schemes stress the need for people-centric planning and development. This study will make recommendations on how the constitutional mandate given to DPCs can be made more effective so that the voice of the people can be heard when planning for the development of a state.

Building Capacity in Civil Society and Researchers Internationally

In the past year, supported by the Aga Khan Foundation, PRIA has developed capacities of representatives from the District Development Assembly (DDA) in Afghanistan, who shall engage women in decision-making processes in development interventions. The training programme was designed in light of the new gender assessment and planning role mandated under the new policy in Afghanistan. A participatory user manual on gender assessment and planning was also prepared. The training module was targeted for all staff from government institutions as well as civilians to help them initiate dialogue and to provide government representatives a positive and concrete outlook on gender mainstreaming.

After an initial round of training, political and other tensions in Afghanistan postponed the second round of training. Finally scheduled to be held in the first two weeks of May 2015, Dr Martha Farrell, Director, PRIA went to Kabul to conduct the training. Unfortunately PRIA lost an esteemed and dear colleague at the end of the training session when she was killed in a terrorist attack on 13 May 2015 at the guest house where she was staying. In spite of these tragic circumstances, PRIA retains its commitment to build capacities of civil society practitioners to undertake participatory social development interventions, especially in countries where such capacities are the weakest.

Established as a Sri Lankan entity in 2001, the Centre for Poverty Analysis (CEPA) is stepping into its thirteenth year of work in Sri Lanka. In the past year, PRIA was invited to help develop CEPA's perspectives on poverty towards generating a more coherent research agenda in the organisation. A residential workshop, which included formal lectures, group work on case study analysis and participatory exercises, was conducted by PRIA between 26 June and 28 June

2014 in Colombo, Sri Lanka to help researchers at CEPA deepen their understanding of poverty in the broader political economy context, in particular the relationships between poverty and governance, development processes, politics, globalisation, climate change and environmental issues.

Partners in Alternative Training (PALTRA) is a capacity building provider to government and civil society organizations in Sri Lanka. With the rapidly changing political economy, PALTRA needed to appraise future possibilities for its work in strengthening civil society and approached PRIA to undertake a strategic review of the possible directions over the next few years for the organisation. PRIA conducted a strategy planning workshop between 27 and 30 April 2014 in Colombo, Sri Lanka. The workshop was attended by 18 participants including staff, the chairperson, board members and other stakeholders. This strategic review with various stakeholders helped determine three to four areas of work and strategic directions for PALTRA.

Save the Children offices in Afghanistan and India nominated 15 mid to senior level managerial staff to be trained by PRIA on 'Gender, Socialisation and Patriarchy'. This training was conducted from 17-19 November 2014 at PRIA headquarters in New Delhi.

Students of MA in Community Development and MA in Dispute Resolution from University of Victoria, Canada, who had opted for the elective course on participatory

governance, were taught by Dr. Rajesh Tandon and Dr. Martha Farrell when they came to India in October 2014 as part of the field study under the programme. Four students visited PRIA's engagements in Sonepat, Haryana and Jaipur, Rajasthan. This gave them an exposure to the workings of decentralised governance in India and the role of self-help groups in encouraging leadership among women in India.

Supported by the Heinrich Boll Foundation, PRIA has helped institutionalise CSO engagement in India's international development cooperation. The overall goal of the project is to enable CSO engagement in India's development cooperation through appropriate policy interventions. Ten cases studies will generate evidence through documentation and analysis of select Indian CSOs. Twenty knowledge resources on south-south development cooperation produced by practitioners and researchers were reviewed and disseminated through a dedicated blog on the PRIA website. A significant achievement was PRIA's active involvement and lead role in designing, identifying participants and resource persons, and facilitating discussions in the regional consultations held in Pune and Kolkata organised by Forum for India's Development Cooperation (FIDC) and Development Partnership Administration (DPA), Ministry of External Affairs (MoEA), Government of India (GoI). PRIA is one of the founding members of FIDC and is represented in the Steering Committee.

PRIA International Academy

The primary mechanism for capacity enhancement of civil society actors and adult educators is PRIA International Academy (PIA). Supported by DVV, the Academy has grown substantially since it was established in 2005 – from offering one course on International Perspectives in Participatory Research (taught in collaboration with University of Victoria, Canada) to offering 12 certificate courses and 13 appreciation courses during 2014-15. The number of learners that first year was 31. Today, the Academy has an alumni of more than 2000 learners.

PRIA International Academy offers high quality courses in niche areas, based on PRIA's thematic expertise, which are not offered by other educational institutions – either

accredited or informal. A total of 426 learners registered for courses during the year – 41 for certificate courses, 14 for appreciation courses and 371 for the Online Training Capsule (OTC). The Academy continued its collaboration with World Bank Institute to run three courses on the theme of social accountability.

PRIA International Academy also conducts customised learning programmes for staff from civil society organisations across India and the Asian region. These learning programmes are an effective blend of online teaching and face-to-face sessions. In the past year, such learning programmes were offered to two groups of learners. Ten learners from Save the Children, Bangladesh were enrolled in the International

Understanding the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013
कार्यस्थल पर महिलाओं का यौन उत्पीड़न (निवारण, प्रतिषेध और प्रतितोष) अधिनियम, 2013 को गहराई से समझना

Understanding the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

It is one of its kind innovative online training capsule developed by subject matter experts. It is offered through Moodle, a web-based platform. This training capsule would help learners gain critical understanding on various aspects of sexual harassment of women at workplace. It has three modules, each one of an hour's duration.

Module 1 — Different Aspects of Sexual Harassment
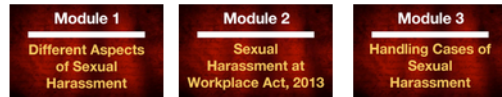
Module 1 takes a learner through the historical context of sexual harassment. It also talks about the four forms and two types of sexual harassment. The definition of workplace, as defined under the Act, has been discussed in this module.

Module 2 — Sexual Harassment at Workplace Act, 2013

Module 2 focuses on the definitions of an employee, an aggrieved woman and an employer as per the SHW Act. It also talks about the roles and responsibilities the Government as an employer, as well as all other employers in the prevention and redressal of sexual harassment in the workplace. The other issues discussed in this module include, the constitution and roles of the Internal and Local Complaints Committees, and the procedure for filing a complaint as directed under the SHW Act, as well as under the Indian Penal Code.

Module 3 — Handling Cases of Sexual Harassment

Module 3 throws light on, among others, the investigation process and timeline to be followed in handing a case of sexual harassment in the workplace. It also helps learners in understanding various approaches that may be considered while taking a decision in such cases. Verdicts and penalties, that may be issued, have also been discussed in this module.

हिंदी फॉन्ट्स

हिन्दी 'फॉन्ट्स' यहाँ से 'डाउनलोड' करें

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Perspectives on Participatory Research (IPPR) course. During the course, two face-to-face programmes were offered – one workshop for nine days was held in Delhi in October 2014 and a workshop for two days was held in Dhaka in December 2014. International Federation of Red Cross and Red Crescent Societies (IFRC) nominated 14 of its employees for the Participatory Training Methodology (PTM) certificate course. These employees are from South and East Asian countries where IFRC has its offices. The course duration is from November 2014 to May 2015.

Taking forward the MOU signed between PRIA and Royal Roads University (RRU), Victoria, Canada, in the previous year, PIA co-developed the online course Navigating Geo-Political Dynamics of Global Communities offered by RRU. Complete lesson plans, supporting presentation material, exercise materials, assessment guides and reading materials for three modules were developed for each unit or class meeting of the course.

Courses offered are regularly updated and revised to include current developments in practice and theory in the relevant fields. During the year, three courses have been revised – Participatory Training Methodology, Social Accountability: Methodology of Participatory Governance and NGO Management: Foundation Course.

There are various marketing strategies that PIA uses to attract learners to its courses. These new marketing initiatives take into account the changing target market. The digital marketing strategy received an impetus when the Academy secured a Google AdWords grant, for an unlimited period, from Google India. A social media marketing strategy aimed at facilitating networking with alumni, institutions and prospective learners in order to increase enrolments was also undertaken.

Course developers and coordinators extend the action-research perspective of the Academy by publishing articles in journals and attending national and international workshops. An article titled 'How to empower a community from a distance' was published in the DVV Journal (no. 81) on the thematic issue of 'Communities'. Presentations were made at the 'Accelerating Learning for Development' conference organised by The World Bank e-Institute in June 2014 in New Delhi and at the international workshop on 'Participatory and Collaborative Action Research to Empower Youth and Adult Literacy Learners in Multilingual and Multicultural Contexts' organised by UNESCO Institute for Lifelong Learning (UIL) in Hamburg, Germany in March 2014. The Academy was represented at the Asia-Pacific Regional Education Conference held in Bangkok in August 2014, participating in the deliberations for preparing a statement from the Asia-Pacific region on 'Education Beyond 2015'.

Community-University Engagements: Capacity To Partner Respectfully

Despite India's economic growth, new forms of social exclusion, urban poverty, environmental degradation, conflict and violence have also emerged in the past decade. Ensuring inclusive development, democratic governance and sustainable growth requires new knowledge, enhanced human competencies and new institutional capabilities in the country. It was expected that education would contribute solutions to these problems to some extent. However, in spite of enhanced investment and expenditure, leading to increased enrolment, these issues remain largely unattended. The role of institutions of higher education in societal development seems to be the potential missing link. Recognising this deficit, during the year Dr Rajesh Tandon, President, PRIA as UNESCO Chair on Community Based Research and Social Responsibility in Higher Education advocated strongly on the need for institutions of higher education to become socially responsible. He has led participatory research initiatives to provide evidence based information to build capacities of higher education institutions in India, and globally, to partner respectfully with communities and undertake community based research.

The research project, 'Community Engagement in Higher Education Institutions', supported by the British Council, played an important role in gathering the attitudes, priorities and perceptions of higher education institutions in India on the issue of community engagement. Twelve higher education institutions across four states (Punjab, Bengal, Assam and Karnataka) in India were covered under the study. In each state, a ground level survey on community engagement practices in academia was followed by a brainstorming workshop comprising of key stakeholders. Information, attitudes and perceptions gathered from

the surveys were shared in four regional workshops – in Chandigarh on 6-7 March 2014, in Siliguri on 3-4 March 2014, in Guwahati on 17-18 September 2014 and in Bangalore, on 18-19 March 2015.[8]

The research findings have been documented in 'Strengthening Community Engagement in Higher Education Institutions: Status Report 2015'.[9] The report collates the current practices of community engagement and presents first-of-its-kind data on community engagement practices carried out by universities in India. The findings and the emerging trends contributed towards the India case study in the book *Mainstreaming Community University Research Partnerships* published under an IDRC sponsored global study.

The Chair co-organised a consultation on 'Strengthening Community Engagement in HEIs', at Bundelkhand University, Jhansi on 12 January 2015. On 30 January 2015, the UNESCO Chair convened a consultation of interested universities on the University Grants Commission (UGC) scheme on 'Establishment of the Centre for Fostering Social Responsibility and Community Engagement'. Attended by Dr Pankaj Mittal, Joint Secretary, UGC, the consultation aimed to build a consensus among universities and to allay

doubts regarding the scheme's operationalisation. The Chair also volunteered to mentor and support the process of proposal development by interested universities, and their capacity building for the same. Till date, the Chair has supported six universities (Bundelkhand University, Madhya Pradesh; Mysore University, Karnataka; Ambedkar University, New Delhi; Jain Vishva Bharti University, Rajasthan; Sri Venkateshwara University, Andhra Pradesh; and Vishwa Bharti University, West Bengal) who have successfully submitted their proposals to the UGC under the scheme.

Policy dialogue with the Planning Commission, Ministry of Human Resource Development, UGC, donors and educators was initiated. Supported by International Development Research Centre (IDRC), New Delhi, the UNESCO Chair organised a symposium on 'Mainstreaming Community University Research Partnerships' in New Delhi on 9 April 2015.[10] The symposium brought together a network of nearly 45 academics, governmental representatives and civil society to draft action points for the promotion of community engagement in the future.

The decision by the Ministry of Human Resource Development, Government of India to devise a new ranking system for Indian universities, with their social contribution forming an important criterion for evaluation, provided a fresh thrust to the Chair's efforts. Additionally, National Assessment and Accreditation Council's (NAAC) focus on community engagement under the broad criteria of governance and management of universities for securing accreditation has renewed interest among universities to mainstream community engagement.

Under the Chair, PRIA was co-researcher on an international survey on building capacities for the teaching and study of participatory research. 'Strengthening Community University Research Partnerships' is a global study of institutional arrangements for the facilitation and support of research partnerships between community groups and universities.[11] This project is funded in part by IDRC with significant additional in-kind resources from PRIA, the University of Victoria, the University of Makerere, Social Sciences and Humanities Research Council (SSHRC) of

8   Survey reports available at: http://unescochair-cbrsr.org/unesco/pdf/Punjab_Study_Note.pdf; http://unescochair-cbrsr.org/unesco/pdf/North_Bengal_ Study_Note.pdf; http://unescochair-cbrsr.org/unesco/pdf/Assam_Study%20Note.pdf and http://unescochair-cbrsr.org/unesco/pdf/Karnataka_Compiled_ report_10March.pdf
9   See http://unescochair-cbrsr.org/unesco/pdf/Community_Engagement_in_HEIs_Status_Report_2015.pdf
10   Full report available at http://www.pria.org/docs/Symposium_%20Mainstreaming.pdf
11   Full report available at http://unescochair-cbrsr.org/unesco/pdf/IDRC_Survey_Results_2014.pdf

Canada, the Centro Boliviano de Estudios Multidisciplinarios (CEBEM) and a number of regional and global networking organisations.

Building the next generation of community based researches is also the focus of the Next-Gen Project funded by the Social Science and Humanities Research Council (SSHRC), Government of Canada. The project is aimed at examining and mapping the available community based research practices in the thematic areas of local asset management, participatory governance, indigenous research methodologies and water management. It envisages the creation of new inter-disciplinary knowledge on community based research and creating a global partnership for more opportunities on community based research in the global

South. The research on the available opportunities for community based and the kind of trainings that shall be available to future community based researchers is currently underway.

Isolated researchers/institutions and civil society organisations devoted to promoting and practicing participatory research is not sufficient. Recognising that integrating participatory research into academia and the work of civil society organisations requires civil society organisations and participatory researchers networking together, the Chair conducted a conversation on 'How to build next generation of practitioners in community-based participatory research in global south?' on 10 April 2015 at PRIA's head office in New Delhi.[12]

12 Full report available at http://www.pria.org/docs/Building_Capacities.pdf

PRIA

Re-tooling PRIA: Institutional Development for a New Era

5

The trajectory of PRIA since its inception has been to seek continued relevance of its contributions to society. It has continuously defined, and redefined, its mission and strategy to respond to changes in the larger national and global environment. Over its 33+ years of history as a formally constituted development organisation, PRIA has undertaken strategic reviews seven times. In so doing, PRIA has sought inputs from its partners and stakeholders on its performance and contributions, as well as emerging trends on the horizon.

While PRIA has strategically redefined its focus of interventions, it has never lost sight of its larger vision of a just, inclusive and peaceful society, locally and globally. It has ensured that its professional expertise is complemented with local knowledge and capacities. It has believed in the inherent capacities of all citizens to learn, act and transform their lives, families and communities in ways that bring about common public good for all.

Over the past 12 months, PRIA undertook a systematic and dedicated process of strategic review to identify new trends it needed to take into account, and ways in which it needed to re-tool itself going forward.

Youth constitute a majority in India and most Asian countries now

The median age in India is 24 years; half of the Asian population of nearly 3 billion people is below the age of 30 years. Most of the young people are literate, have access to mobile and other technology, and grew up in the post-Cold War era. They are aspiring towards a globally shared future, irrespective of their vastly different starting points.

PRIA has begun to redefine its programmatic thrusts not just focused on youth, but to be youth-led and owned. The Kadam Badao Campaign focuses on the passion and commitment of youth to bring about change, building their capacities to conceptualise and implement social change at the local level. It uniquely engages both young girls and boys in bringing about attitudinal change. Marginalised youth from urban poor households are being enabled with technology to help bring about social change in their settlements.

Regionally too PRIA is playing a role in constructing opportunities available for deepening inclusive citizenship amongst youth in Asia Pacific and to prepare focused inputs to national, regional and international policy-making bodies. PRIA and DVV International supported ASPBAE to conduct the three-day workshop on 'Youth and Inclusive Citizenship: Approaches to Realize the Demographic Dividend in Asia Pacific' from 8 to 10 September at PRIA, New Delhi. PRIA and DVV International also organised a workshop from 20-24 April 2015, held at PRIA headquarters in New Delhi, on skill development for partners of DVV International from South-East Asia, South Asia, Afghanistan, Central Asia, West Asia and DVV staff in each of the regional offices. The primary objective of the workshop was to develop pathways for strengthening field programmes to strengthen 'youth skills for life and work'.

New technology is universally deployed for information and communication

While internet access and broadband connectivity remains somewhat limited in India and many other Southern societies, rapid penetration of mobile phones is now racing ahead with 'smart'-ness. Women and youth are most active users of such technology. PRIA is beginning to respond to this in both programmatic interventions and institutional changes. In several of its programmes, citizen participation and mobilisation is supported through such technology.

Facebook updates, blogs and a selfie-pledge on Twitter were innovative online efforts that the youth used to generate awareness in the Kadam Badao Campaign. Participation in monitoring and social accountability processes is being enabled through use of mobiles. In Bihar, in the cities of Patna and Chhapra, and in the cities of Varanasi and Rae Bareili of Uttar Pradesh, PRIA worked with youth living in informal settlements to understand why their communities do not receive adequate municipal services. The youth articulated the reason as 'our settlements are not on the map' – essentially, in their experience, they lived in the city but did not exist in official records. With support and training from PRIA, these youth armed with GPS technology mapped their households, thereby showing physical existence of their settlements, and presented this to the municipalities.

The water and sanitation survey in six cities conducted during the year used smart phones which have a pre-loaded questionnaire. Information, directly entered into the phone, gets uploaded on a web-server where it is analysed in real time. The GPS tracking system in the phone indicates the location from where the data has been collected.

New government has new agenda for India's development

As the government of Prime Minister Narendra Modi begins to unfold its new development agenda, several strands of PRIA's work need to be deepened to support inclusive and effective implementation of such development programmes. The Planning Commission has been folded, and a new think tank, NITI Aayog, established in its place. The Fourteenth Finance Commission has vastly devolved public finances to state governments and local bodies. Given these changes it has become imperative that capacities and institutions for decentralised, bottom-up, participatory planning are strengthened in various regions and districts.

PRIA's professional and practical expertise in decentralised participatory planning is now being taken forward with application to new settings and schemes. In Odisha, Chhattisgarh and Madhya Pradesh PRIA is engaged in building capacities at the state level for officials to incorporate gender into district planning processes and outcomes. In Andhra Pradesh, PRIA is working with the

Department of Rural Development and Panchayati Raj to build capacities of planning officials at state, district and mandal levels to promote people's participation in plan preparation. District Planning Committees can be strengthened and made more effective based on the recommendations of the study undertaken in Chhattisgarh, Madhya Pradesh, Odisha, Kerala, Rajasthan, Uttar Pradesh and Maharashtra to evaluate the current functioning of these constitutionally mandated committees. In order to respond adequately, internal staff capacities in decentralised participatory planning have been strengthened through online learning and practical field immersion.

PRIA was invited to engage in a consultation organised by the Ministry of Drinking Water and Sanitation, Government of India, to discuss how rapid action and learning units (RALUs) can be operationalised to make Swachch Bharat Mission more effective. PRIA advocated for these learning units to be established at district/division level, rather than at state headquarters, which was accepted by the ministry.

Development impacts require long-term investment

Most government and private funding agencies have become impatient to see transformative impacts in a short time frame of a year or two, largely in the telescopic fashion of a log-frame. There is universal evidence to suggest that such an approach does not result in sustainable solutions to complex problems. Developing and nurturing long-term partnerships is a challenge, but necessary in PRIA's perspective.

During the year, two such partnerships were evolved which have long-term potential. PRIA and the Department of Panchayati Raj and Rural Development, Government of Andhra Pradesh have committed to a partnership of at least two years in order to build capacities of planning officials in the state. Sustained commitment to the process is necessary if the bottom-up, citizen-centric planning approach as envisaged in the state government's 'Vision 2029' is to be achieved.

Partnership with Water Aid in Chhattisgarh similarly takes a long term view in working together to bring attitudinal and behavioural change in communities towards sanitation, if the goal of Open Defecation Free societies as envisaged in the Swachch Bharat Mission is to be achieved by 2019.

Several long-standing partnerships were refreshed in the changing context as well. Steps towards a closer and more universal cooperation with ASPBAE and DVV International and its partners around the world have been put in place. PRIA supported ASPBAE to conduct two workshops in September 2014 and April 2015 on youth and inclusive citizenship. These workshops helped adult educators and members of civil society organisations from South Asia, Central Asia and South East Asia to connect and find mutually cohesive ways for countries in these regions to benefit from the youth bulge they are experiencing. PRIA also participated in ASPBAE's Festival of Learning in Yogyakarta, Indonesia, in November 2014 which discussed and deliberated on new strategies, frame works and agenda for education beyond 2015.

The network of support organisations and district level civil society organisations around India has been one of PRIA's strength since its inception. These networks are now being refreshed and re-energised to undertake joint development initiatives on a larger scale. A partners' meeting organised by PRIA in on 9-10 November 2014 discussed the challenges the non-profit sector is facing, especially resource constraints, and in what ways CSOs can work with the corporate sector to help implement corporate social responsibility (CSR) initiatives. It is important to understand the dynamics of corporate functioning and its outlook towards CSR. A common knowledge hub to share ideas on emerging funding opportunities and ways to access them was a positive step that would benefit the sector. PRIA committed to organising outreach activities and regional events as a first step in achieving collective mechanisms to face common challenges.

Old and new stakeholders need to come together to achieve common goals

While PRIA has worked closely with local, state and national governments and other civil society groups, it has not deployed the enormous resources and capacities of many other stakeholders (such as colleges/universities and the private sector). Recognising the value-addition that such actors can bring, PRIA has started actively engaging higher education institutions in several ways.

The Kadam Badao Campaign engages higher educational institutions to become socially responsible towards the communities in which they are located. Students from O.P. Jindal Global University and Bhagat Phool Singh Mahila Vishwavidyalaya in Sonepat were part of the core group of boys and girls who designed and planned the campaign strategy. Gender sensitisation programmes were also carried out in both universities. As the Kadam Badao Campaign spreads to new locations (Jaipur and Jhansi), PRIA has begun engagement with Bundelkhand University and is in talks with two colleges in Jaipur.

The UNESCO Chair's untiring efforts to promote the cause of community engagement in Indian higher educational institutions played a key role in the development of the new UGC scheme on 'Establishment of the Centre for Fostering Social Responsibility and Community Engagement', which was launched in October 2014. Mentored by the UNESCO Chair, Bundelkhand University emerged as one of the first universities to submit a proposal under the UGC scheme.

Globally the Chair is closely associated with Global University Network for Innovation (GUNi), and was co-editor of the 5th GUNi report, 'Higher Education in the World Report 5: Knowledge, Engagement and Higher Education: Contributing to Social Change'.[13]

PRIA has however not engaged very actively with private business in working together on socio-economic development programmes. During the year, it was decided to begin engaging those who are operating in sectors and themes relevant to our own development agendas, priorities and competencies. These efforts have shown mixed results so far, but PRIA is pursuing them more from the vantage point of learning to work together than merely as a source of additional funding.

In this regard, special mention needs to be made of our ongoing deliberation and joint project formulation MOU with Wipro Limited. PRIA and Wipro will submit joint proposals which complement each other's strengths and experience. Over the past year, two such joint proposal were submitted – to the National E-Governance Office and to develop a training and capacity building strategy for capacity building of all levels of staff in Department of Social Welfare (DSW) and Rural Development Department (RDD), Government of Bihar. Likewise, we discussed collaboration for joint skills training programmes in panchayats in Chhattisgarh with ICICI Foundation. This partnership has not been taken forward as the training requirement was in accounting skills.

New funding sources need to be tapped

Flexible and long-term funding from international sources and select domestic sources has been drying up for some time now. PRIA recognised this trend five years ago, and conducted a very productive workshop on this theme in February 2013 to discuss concrete approaches that can be adopted by civil society to develop alternative and supplementary sources of funding. PRIA has since explored two new directions in this regard.

First, with the new requirements of the Company's Act slowly getting implemented, partnerships around CSR have been initiated. In reality, tapping into funds committed to CSR has not been easy. With national and many state governments appealing to companies to contribute their CSR resources to government programmes such Swachch Bharat Mission, Clean Ganga, Skill India, Smart Cities, etc, funds available for companies to partner with civil society organisations to

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13 Available at http://www.guninetwork.org/guni.report/launch-of-the-5th-guni-report#sthash.MUpFU5P1.dpuf

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Knowledge. Voice. Democracy.

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deliver change on the ground in local communities have been restricted. The *transformative potential* of mandatory CSR should not be limited to the list of activities in Schedule VII of the Companies Act. Its real transformative potential lies in the Board of a company formulating a focused and result-oriented policy for CSR which is based on a systematic analysis of challenges and gaps in the socio-economic development of the country.[14] PRIA has advocated for corporates adopting such an approach in various forums, including the dialogue organised by CII Industry Civil Society Interface Committee in June 2014; 'Mobilising Impact Through CSR' conference organised by FICCI in August 2014; at VANI's VOICE 2014 conference on 'Demystifying CSR: Expectations from the New Companies Act-2013' held in September 2014; and in the workshop 'Beyond CSR: Corporate Citizenship in India' organised by Centre for Youth and Social Development (CYSD) in Bhubaneshwar in January 2015.

In the past year, PRIA has worked on collaborating with Cairns India in Barmer (Rajasthan) to bridge the gap in capacities of panchayats to implement various socio-economic development programs. Consultations with Tata Steel to prepare a participatory R&R plan for sustainable relocation of communities affected by coal mining are currently stalled pending reallocation of coal blocks.

PRIA has been in discussions with Bloomberg Philanthropies to partner in their initiative to promote citizen engagement in urban areas. The initiative seeks to build capacities of officials in municipalities and civil servants to enable them to seek and strengthen civic participation in the Smart Cities programme of the government. PRIA will contribute its expertise by preparing learning designs and modules for capacity enhancement and prepare knowledge resources to document the process as cities bid for Smart Cities funding. Further exploration of this stream of effort will be carried on over the coming period.

Second, PRIA has recognised the need to build its internal capacities to undertake 'new age' fundraising. PRIA has associated with Dasra to develop a profile focused on PRIA's work in the area of governance (with panchayats and urban local bodies), which will now be marketed more effectively with Dasra's support. PRIA was represented by a senior director, Dr Martha Farrell, at the Dasra Social Impact Accelerator Program in January 2015 and at Dasra's Philanthropy Week in March 2015. These workshops helped orient and build capacities in PRIA on key areas such as impact assessment, fundraising, pitching, etc. PRIA also associated with Dasra to engage with Vodafone Foundation's World of Difference program. Two interns from Vodafone worked in PRIA for eight weeks from mid January to mid March 2015 to support marketing of its online courses and resource mobilisation for its field programs. These interns were employees having substantial years of experience in areas of strategy, marketing, sales, and general management.

Senior colleagues have begun to learn constituency-building and networking competencies, learning negotiation skills with new actors, especially private business and philanthropists. A consultant was engaged to make recommendations on seeking private sector funding and adopting an international approach to funding PRIA's programmes. Deliberations to further build and recruit new professional capacity dedicated to fundraising from new constituencies are underway.

Use new forms of technology for communications and knowledge sharing

In this new era, forms, modes and means of communication have exploded, and are constantly changing. New constituencies nationally and globally need to be communicated with to advance PRIA's mission and programmatic impacts. While it is not difficult to recognise this, it is not very easy to figure out how to communicate and with whom, to make the message heard.

In its own communication efforts, PRIA has begun to use its website and social media with a more integrated approach. To support this approach, communication has become more organic in PRIA, and staff training and support has been strengthened by recruiting new capacities.

During the year, PRIA secured professional support to develop clear, simple and commonly understood messages about its work, impacts and aspirations. The new content has since slowly been integrated in different organisational systems. PRIA's redesigned website will be launched so that its messages can be communicated in an easy, interactive and engaging manner. A comprehensive organisational blog is being activated to communicate with a wider audience on issues of social relevance apart from learnings from PRIA's own work. The main objective of PRIA's social media communication is to extend PRIA's reputation in participatory research and the development sector by reaching a new

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14 See Rajesh Tandon, 'Corporate Social Responsibility: Key driver of growth and development of poorer, developing countries', Business Standard, 28 February 2015.

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TWEETS	FOLLOWING	FOLLOWERS	FAVORITES	LISTS
545	216	767	55	3

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#KadamBadao

generation audience. PRIA's YouTube Channel is in the top 5 searches for participatory research. We now have nearly 5000 'friends' on Facebook, with a phenomenal growth of 300 per cent in the number of 'likes'. Engagement through Twitter reaches 216 followers, and each tweet posted is re-tweeted at least 20 times.

The new generation of development professionals and practitioners in India and around the world lack access to tools, methods and knowledge in areas that PRIA has enormous documentation. During the year, a concerted effort was launched to re-organise, re-package and re-distribute PRIA's vast knowledge materials since 1980 to a variety of constituencies. Nearly one hundred documents are being re-organised, edited and re-formatted in digital domains and the work is likely to be completed soon. A Knowledge Resource Centre has been established where current and old field practices of PRIA are archived under thematic rubrics. Making available documents in the Knowledge Resource Centre is an ongoing process. These documents are also being made available to different constituencies through uploading relevant documents on the website. PRIA has committed itself to making its resources available in open digital formats to enable practitioners, researchers and students to access them easily and at minimal cost.

Special reference needs to be made to PRIA International Academy for revising and reformatting its various online courses and delivery in modes that are user-friendly. The design and production of a new self-study learning programme on sexual harassment at the workplace is an example of this direction of effort.

Leadership and governance structures require 're-freshing'

PRIA's organisational renewal efforts have always matched its revision of strategy. In the current context, further delegation of leadership for programme management has been achieved. Additional capacity in project monitoring and operations has been recruited. Systemic reviews of financial and administrative decision-making systems have been enabled through use of external professionals for periodic audits (including IT and HR audits).

The governing board is discussing induction of new competencies as it prepares to rotate off, in cycles of renewal, some of its past members who have served PRIA so well. It was agreed that re-tooling of governance should follow revision of mission, strategy and structures. These

changes in governance arrangements will begin to take place in the coming year.

The above-mentioned institutional development efforts in PRIA have been made possible through a flexible two year grant from The Ford Foundation, Delhi in October 2013. Without such strategic support from The Ford Foundation, re-tooling would not have been feasible. Further investments will be required over the coming period to institutionalise these efforts and secure a sustainable financial base for the kinds of interventions and impacts PRIA desires to make.

Knowledge. Voice. Democracy. requires far greater capacities and determination in the years ahead!

PRIA

Institutional Development

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Governance

The Governing Board is the statutory body for the management of PRIA's affairs. It performs the following functions:

- Setting programme directions and strategies
- Making institutional policies for programmes, funds, HR/admin, etc
- Reviewing institutional performance (annual and programme reports)
- Approving annual budgets
- Approving annual audits
- Appointing the President/CEO

The current membership of the Governing Board is:

Chairperson:

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

Treasurer:

Shri Ravi Seth, Chief Financial Officer, ReNew Power Ventures Private Limited, Gurgaon.

President:

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

Members:

Dr. Bibek Debroy, Research Professor at Centre for Policy Research, New Delhi.[15]

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

Ms. Lalita Ramdas, renowned educator, based in Alibaug, Maharashtra.

Shri. Satinder Singh Sahni, retired IAS Officer, based in Gurgaon.

Ms. Rita Sarin, Country Director of The Hunger Project, New Delhi.

Shri D. Thankappan, Founder Director of Centre for Workers' Management, New Delhi.

During the year, the Governing Board held its 95th meeting on 9 August 2014, the 96th meeting on 14-15 November 2014 and its 97th meeting on 26 March 2015.

Between board meetings, the Chairperson provides guidance to the President (who reports to the Chair). The Treasurer oversees the financial management functions (including internal audit) and provides frequent guidance to the head of finance and the President.

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15 Dr Debroy has resigned from PRIA's governing board on being appointed by the Government of India as Member, Niti Aayog in January 2015. His resignation was formally tabled and accepted by the governing board in the board meeting held on 26 March 2015.

WDK & Associates, Chartered Accountants, carried out a detailed review of the organisation's systems related to accounting transactions, investment management, cash management, tax compliances, human resources, FCRA compliances and Provident Fund during the year. Their recommendations have been implemented in the accounting systems. Narendra Singhania and Co, Chartered Accountants, carried out the internal audit for the Quarter ending December 2014.

The Treasurer discussed matters pertaining to statutory audit with the Board-appointed Statutory Auditors (Charnalia Bhatia and Gandhi). These discussions focused on the changes to the Foreign Contributions Regulations Act (2010) and Income Tax Act (1961).

The General Body of PRIA held its Annual General Meeting on 9 August 2014 to review and approve the annual programmes and audited accounts of the organisation.

Management

The President is the CEO of PRIA. He is responsible for overall management of PRIA within the policy parameters laid down by the Governing Board.

The Strategic Management Board (SMB) is the top tier of decision-making in PRIA. It comprises of directors reporting to the President, who is the Chair of SMB. Its convener is appointed by rotation. The SMB is mandated to:

- Identify new strategic opportunities for PRIA's work
- Develop strategies for resource mobilisation for PRIA as a whole
- Evolve standards of quality (and review the same) in various tasks/activities of PRIA
- Develop strategies for internal leadership and capacity building
- Identify areas and elements for new policy elaboration or review of existing policies in PRIA
- Oversee annual and bi-annual programme reviews and planning
- Plan interface with the Governing Board as necessary
- Any other mandate given by the President

SMB members in the previous year included Rajesh Tandon (President), Kaustuv Kanti Bandyopdhyay (Director), Martha Farrell (Director) and Manoj Rai (Director).

During the year, SMB held 12 meetings. Its deliberations focused on issues of collective leadership processes, institutional roles of next line leadership, programme strategy, resource mobilisation, annual and bi-annual review and project planning, staff allocation, performance review of staff, designation, compensation, and nomination of staff to capacity building programmes and other events.

The Operations Coordination Group (OCG) is the next tier of decision-making. It comprises of team leaders (7-8) drawn from programme and support teams. Its convener is appointed on rotation. The OCG is mandated to:

- Coordinate effective delivery of all projects/programmes in PRIA
- Share information and resources across all teams
- Focus attention on bottlenecks/constraints in effective performance of various tasks
- Monitor plans and take steps to undertake course corrections
- Provide feedback to SMB/President on areas that require further improvement, after communicating the same to the concerned team leaders
- Any other mandate given by SMB from time-to-time

The current members of OCG are Nandita Bhatt, C.S. Joshi, Anshuman Karol, Alok Pandey, T. Satheesan and Surjit Singh.

Seven staff were nominated to attend capacity development events and workshops on financial management, personality development, new resource mobilisation and proposal writing. Sixteen staff members were nominated to complete certificate and appreciation courses offered by PRIA International Academy. All staff undertook the OTC course on 'Understanding the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013' in November 2014. Two PRIA colleagues facilitated a three-day training on project proposal development at Jawahar Jyoti Bal Vikas Kendra, Samastipur, Bihar.

An orientation programme on Microsoft PowerPoint was held for 14 staff members in July 2014. In November 2014, a one-day workshop on multi-stakeholder dialogues was conducted for 29 staff, facilitated by Dr. David L. Brown, former Director of International Programs, Hauser Centre for Non-profit Organizations, Kennedy School of Government at Harvard University, Dr Rajesh Tandon and Dr. Kaustuv Bandyopadhyay from PRIA. Twenty staff learnt how to be a more effective supervisor in a two-day workshop held at PRIA facilitated by an external consultant, and new staff at PRIA learnt process documentation through hands-on training.

Financial Summary

The audited accounts of Society for Participatory Research in Asia (PRIA), together with the report of the Statutory Auditors, have been circulated. A summary of the Income and Expenditure Account is provided below.

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

The liability for the grants remaining unutilized as at the year-end has been ascertained and has been accounted for Grants in Advance.

A proportion of funds received in the previous year amounting to approximately Rs. 117 lakh has been utilized in the current financial year.

The Management Audit Report for the year has been discussed with the Governing Board.

Yours sincerely

Ravi Seth
Treasurer, PRIA

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

Rule 12 of the FCRA Act provides that if the contributions received during the year exceed Rs 1 crore, then the organization has to keep in the public domain all data of receipts and utilization during the year.

FCRA ACCOUNTS: INCOME AND EXPENDITURE
(year ending 31 March 2015)

Particulars	Amount (Rs.)
INCOME	
Research and Training Grants	19,633,447.76
Other Income	858,358.98
TOTAL	**20,491,806.74**
EXPENDITURE	
Research and Training Programme Expenses	20,361,513.06
Grants Paid	8,26,437.00
Administrative Expenses	3,888,422.32
Depreciation	1,011,685.00
TOTAL	26,088,057.38
EXCESS OF EXPENDITURE OVER INCOME	(5,596,250.64)
TOTAL	**20,491,806.74**

INCOME AND EXPENDITURE ACCOUNT
(Year ended March 31, 2015)
(In INR '000)

Year ended 31.03.2014	Income	Year ended 31.03.2015
35,734	Research and Training Grants	23,651
17,426	Other Income	17,778
53,160	**Total**	**41,429**
	Expenditure	
41,684	Programme	31,450
10,863	Administration	10,079
1,398	Other Non-cash Expenses	1,418
53,945	**Total**	**42,947**
(785)	**Excess/ (Deficit) of Income Over Expenditure**	**(1518)**

Note: Extracted from Audited Statement of Accounts 2014-15

RESOURCE PROVIDERS

Resource Provider	Foreign Contribution Account (Rs.)	Indian Account (Local Fund) (Rs.)	TOTAL (as on 31.03.2015) (Rs.)
RESEARCH AND TRAINING GRANTS			
Arghyam		4,017,355.00	4,017,355.00
British Council	1,000,000.00		1,000,000.00
Heinrich Boll Foundation (HBF)	207,863.00		207,863.00
Help Every Day (HED)	114,425.00	-	114,425.00
Institute for International Cooperation of the German Adult Education Association (dvv International)	5,110,145.95		5,110,145.95
PRIA International	131,916.32		131,916.32
SSHRC	469,396.11		469,396.11
The Asia Foundation	268,987.00		268,987.00
The Ford Foundation	11,622,143.00		11,622,143.00
University of Victoria (UVic)	708,571.38		708,571.38
Total	**19,633,447.76**	**4,017,355.00**	**23,650,802.76**
CONTRIBUTION FROM CONSULTANCY			
Voluntary Action Network India (VANI)	-	-	150,000.00
Airports Authority of India	-	-	80,400.00
Indira Gandhi National Open University (IGNOU)	-	-	22,100.00
Total	**-**	**-**	**252,500.00**

Team @ PRIA

(April 2014 to March 2015)

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Accountants
Jose Xavier, Praveen P V, Soja Saramma Mathew

Accounts Officer
Surjit Singh

Administrative Assistant
Dhan Singh

Administrative Officer
Chandra Shekhar Joshi

Administration & Accounts Assistants
Bhogendra Narayan Lal, Gajendra Sahu, Naeem Khan

Assistant Officers
Naveen Kumar (Admin), Sonu Kumar (IT)

Assistant Program Managers
Abhishek Kumar, N. Sambasiva Rao

Assistant Program Officers
Nupur Vijh, Ravinder, Sarah Gideon, Shreya Maria Kuruvila, Sonia, Yashvi Sharma

Communications & HR Officer
Jose George

Coordinator (Education Programs)
Pushpita Bandyopadhyay

Coordinator
Mathai Joseph

Deputy Director
Alok Pandey

Directors
Kaustuv Kanti Bandyopadhyay, Manoj Rai, Martha Farrell

Director (Operations)
(Retd.) Col. V.P. Gupta

Executive Secretaries
Chitra Laxman, M.D. Joseph, Prakash Kumar Pathak

ES & HR Officer
Joseph P.P.

Hostel In-charge
Bhawna Dogra

Librarian
Syed Zakir Hussain

Officer (Front Desk)
Prabhat Arora

Program Managers
Amitabh Bhushan, Anshuman Karol, Nandita Pradhan, Ran Veer Singh

Program Officers
A. Subbarao, Abhishek Kumar Jha, Anshu Singh, Aparna, Apoorva Sharma, Archana Nagwanshi, B. Sandeep Kumar Rao, Deepika Pandey, Julie Thomas, Krati Sharma, Nayini Rajyalaxmi, Neha Kapoor, Shivani Singh, Suman Bhanoo, Swathi Subramaniam, Tanavi Singh, Wafa Singh

Project Monitoring Officer
Satheesan T.

Sr. Executive Assistant to the President
Bindu Baby

Sr. Program Manager
Priti Sharma

Sr. Program Officers
Kumar Sanjay, Mahesh Sudhakar Dhandole, Pranav Praveen, Sakshi Saini, Sharmila Ray,

Sr. Program Officer (Communications)
Sanjukta Basu

Web Developers
Pankaj Kumar Ghosh, Sujit Kumar Sourav

Participatory Research in Asia