



# MAKING DEMOCRACY WORK FOR ALL

PRIA is an International Centre for Learning and Promotion of Participation and Democratic Governance



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## Preface

PRIA completed 31 years of its journey in February 2013. In the course of the previous year, colleagues, partners and supporters of PRIA have been engaged to determine our new Strategic Directions. The preparation of the new strategic directions began with field conversations and reflections carrying forward the reflections of the 30<sup>th</sup> anniversary celebrations in 2011-12. The ideas generated identified streams of work that need to be continued and deepened, as well as new initiatives that need to be launched.

The new strategic directions of PRIA are focused on interventions that will create processes for inclusive and participatory democracy for all citizens, especially the excluded and the marginalised. It was approved by the Governing Board in February 2013.

The Mission and Strategy of PRIA have been rechristened:

### Mission

To promote citizen participation and democratic governance—*making democracy work for all*

### Strategy

Building on its perspective that *Knowledge is Power*, PRIA will play the following strategic roles in realising its mission:

- Support enhancement of knowledge and capacities of citizens to become active
- Facilitate building of collectives and associations of citizens so that their voice is amplified
- Enable civil society partnerships and alliances to work towards engaging governance institutions and structures
- Convene multi-stakeholder dialogues between citizens and governance institutions
- Promote advocacy of policies, practices and procedures which support citizen participation

A clear thrust of PRIA's revised strategy is the recognition that making democracy work for all entails not merely influencing the functioning of formal public agencies and institutions but also the democratisation of society itself. The strategy will thus make simultaneous efforts at democratising society and democratising governance, at the heart of which is active and informed citizen participation. The

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strategy is built on an understanding of what it takes to make democracy promote social justice, equity and dignity for all citizens, especially socially excluded and economically marginalised citizens and communities.

Over the next few years, PRIA is going to focus on 4 core areas:

- Violence against Women, including Sexual Harassment at Workplaces (within a gender mainstreaming perspective)
- Urban poverty and governance
- Decentralised governance, planning and delivery of basic services (primary health care, drinking water)
- Changing roles, new challenges and capacities of civil society, including engaging with new citizen movements

New actors will be engaged with on a sustained basis, such as **urban youth** to

participate in democratic processes at local levels and **private providers of basic services** (education, health, water, sanitation, etc) while ensuring accountability of public agencies.

The programmes of PRIA have multi-faceted thrusts and foci. PRIA simultaneously works at local grassroots levels, state and national levels, as well as transnationally. The common thread in all its interventions is to promote active citizenship of the poor and the excluded so that spaces, structures and processes of governance become transparent, accountable, inclusive and efficient.

This 31<sup>st</sup> Annual Report presents PRIA's interventions in different sectors, spheres and systems of democracy described in a practical and result-oriented manner, emphasizing the multi-level and horizontality of the interventions. The activities were carried out during April 2012 to March 2013.



From left to right: Rajesh Tandon, President, PRIA; Sheela Patel, Chairperson and Ravi Seth, Treasurer

*Sheela Patel, Chairperson*

*Rajesh Tandon, President*

*July 2013*

# Deepening Democracy in Local Governments

Local governments are the first tier of democratic governance in any society. Citizens have primary interface with local governance institutions. Strong, effective and accountable local governments can contribute immensely to deepening democracy through active citizen participation.

## Balance Sheet of Twenty Years of Panchayats

As constitutionally mandated institutions of local self-governance, panchayats are grassroots level democratic institutions in rural India. During the year, the panchayati raj system completed twenty years. PRIA convened assessments, studies, consultations and dialogues in several states to highlight the achievements of grassroots democracy as well as its limitations.

A perception survey was conducted in nine districts of Chhattisgarh and Rajasthan during March-April 2012. The respondents included government officials, elected representatives, civil society organisations and citizens. The survey highlights that women's participation in leadership roles has increased, incorporation of state finance commissions has brought devolution of funds to panchayats into focus and constitution of state election commissions has resulted in free, fair and timely elections at the local level. Nonetheless, effective democratic, rural governance at the local level remains ineffective. Raising awareness among the people and building political and bureaucratic will to devolve funds, functions and functionaries remains a challenge that needs to be addressed.

The results of the perception survey were shared with government officials, elected panchayat representatives, civil society organisation representatives and media in conventions across three states – Rajasthan, Chhattisgarh and Bihar. The meeting in Patna, Bihar was held on 27 April 2012; in Raipur, Chhattisgarh on 3 May 2012; and in Jaipur, Rajasthan on 5 June 2012.

The participants in these consultations in the majority agreed with the findings of the perception survey. Their belief in the role of the sarpanch and gram sabha

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remains high, and in particular women's leadership is seen as a critical advantage that needs to be nurtured. The constraints discussed for the poor functioning of PRIs were lack of clarity of roles, need to constitute and strengthen standing committees and capacity building of elected representatives. The consultations highlighted there is no doubt that PRIs have tremendous potential to bring change in the lives of local communities.

### Electoral Democracy at Grassroots

One of the most vibrant features of local governments in India, as elsewhere in South Asia, has been the participation of the excluded, especially women, as voters and candidates in the election process. PRIA has been at the forefront of PEVAC (Pre-Election Voter Awareness Campaign) in India since 2000. These campaigns have been very effective and certain features have now been institutionalised:

- Civil society engagement in ensuring free and fair elections
- Increased participation of all sections of society in the electoral process (especially women)



- Contesting of elections around issues of development and governance (as opposed to caste and religion)

In order to assess the experiences of electoral democracy in South Asia, a workshop on “Civil Society Engagement in Local Governance Elections: Capturing Lessons from South Asian Countries” was organised on 6 November 2012. Representatives of civil society organisations working on local governance in Bangladesh, Nepal, India and Sri Lanka, Chairpersons of State Election Commissions (SECs) from some Indian states and individual practitioners participated and shared their experiences. The workshop discussed emerging lessons from building coalitions of civil society, civil society engagement with election authorities, participation of women and other weaker sections and multi-stakeholder engagement in local elections.

The key issues highlighted in the one-day workshop helped develop a framework for the write-shop that followed. Fifteen participants at the write-shop synthesised regional experiences on emerging issues related to citizen/civil society engagement in local governance elections, building upon past learning.

## Pre-Election Voter Awareness Campaign in Bihar

A Pre-Election Voter Awareness Campaign (PEVAC) was conducted prior to the urban municipal elections that were held in Bihar in May 2012. School children, slum dwellers, community-based organisations, women, youth and intellectuals in these cities were mobilised for the intervention. The campaign covered 15 cities, involving 5 municipal corporations, 11 municipal councils and 1 nagar panchayat.

Preparations for PEVAC among the citizens needed platform building with like-minded civil society organisations, and engagement with the State Election Commission and the media.

The activities undertaken as part of the PEVAC did contribute to an overall impact on the citizens. An estimated 61 per cent voting was recorded in the urban body elections in 2012 which passed off peacefully barring stray incidents of violence. In Muzaffarpur, voter turnout increased from 45 per cent to 55 per cent. In Biharsharif, on assessing the responses of citizens through a perception study, it was noted that the opinion of the citizens on the need for PEVAC was positive. In Bodhgaya, the overall voter turnout recorded was 75 per cent ([http://www.telegraphindia.com/1120518/jsp/bihar/story\\_15499490.jsp#.T87pdtUkiSo](http://www.telegraphindia.com/1120518/jsp/bihar/story_15499490.jsp#.T87pdtUkiSo)). Patna recorded a total voting percentage of 46.5 per cent in 2012 as compared to about 30 per cent in 2006.

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### Building Capacity of Elected Local Government

Over the past fifteen years, PRIA has supported the capacity building of elected representatives of panchayats and municipalities in more than 20 states with a view to making local government institutions effective and accountable. A wide variety of learning materials and training manuals have been prepared towards this end.



PRIA's experience at building capacities at the local government level have also been utilised in Sri Lanka where local government elections were held in the northern region in 2011, the first time after three decades. Three training programmes were organised in Sri Lanka – two for elected representatives of Pradeshiya Sabhas and one for the councillors of Urban Councils. The trainings bridged the knowledge and skills gap in the areas of local government law, finance, project management and team building to build capacities of elected representatives in performing their role more effectively. It also helped build a positive attitude towards good governance of local authorities and created an environment favourable for peoples' participation.

The panchayat elections held in Jammu and Kashmir during 2011 were seen as significant in strengthening grassroots democracy in this conflict-ridden state. However, not enough investment was made in building capacities of elected representatives.

Therefore, a state level consultation workshop on "Capacity Building and Training of Panchayati Raj Functionaries in J&K" was held on 22 and 23 August 2012 in Srinagar. The workshop was jointly organised with J&K IMPARD and State Rural Development Department. The objective of the workshop was to review the trainings conducted and to map out strategies and interventions for capacity building of the primary stakeholders in panchayati raj institutions.



### Governance and Conflict

PRIA is part of a consortium supported by Peace Research Institute, Oslo (PRIO) researching the “Cultures of Conflict Resolution and Governance in Europe and India”. In 2012-2013, major field efforts were focused on Jammu and Kashmir. The specific attempt was to understand people’s responses to one of the most important governance initiatives of 2011 in the state, namely, the elections to the halqa panchayats. Interviews were conducted in all three parts of the state – Jammu, Kashmir valley and Ladakh – with panches and sarpanches, bureaucrats and ministers as well as the community at large in the villages to map their perception of the process and its intended and unintended outcomes. These findings were shared in the capacity building workshop mentioned earlier.

PRIA’s strategy is to disseminate the research framework itself to scholars, practitioners and key stakeholders working and living directly in other conflict zones (like the tribal regions of eastern India) to generate new research questions and field work where the everydayness of the conflict directly affects lives and livelihoods. The first roundtable dialogue in this regard was held on 28 August 2012 in Raipur, the capital of Chhattisgarh. The specific purpose of the dialogue was to create awareness among scholars and practitioners in that area about the

importance of using a conflict sensitive approach in planning and implementing developmental policies. Further research and capacity development with local academic and practitioner groups is being taken forward.



Address by Ali Mohammad Sagar, Minister, J&K Government

# Democratic Governance of Basic Services

Despite twenty years of local governments in India, critical challenges continue with respect to effective delivery of basic services (education, health, water, etc) to the poor and excluded. Experiences from other countries indicate that a system of democratic governance needs to be institutionalised at the local level if basic services are to be effectively delivered through the active involvement of local institutions. This is particularly so in respect to rural and tribal regions. Mere administrative decentralisation does not ensure this and over time turns local government leaders into petty contractors.

Democratic governance of basic services at the local level entails local participatory planning, public discussion to prioritise services, participation of citizens in facilitating delivery of services, transparency of budgets and expenditures, accountability of functionaries and decision-makers and monitoring of impacts. PRIA has supported such efforts in several locations in recent years.

## Democratic Decentralisation of Maternal Health Services in Rajasthan

Delivery of primary health services has been devolved to panchayats in many states; yet, coordination with and accountability of line department functionaries continues to be a challenge in practice. PRIA's interventions in Rajasthan supported by UNFPA over the past three years have focused on democratic governance of maternal health services.

The focus in 2012 was to energise supply side responses by the implementing health department at district and below levels. Local health workers and structures were not in a position to cater to the demands of the community since they were not appropriately capacitated and supported by the authorities and institutions at district and state levels. Supply side response of block, district and state functionaries of health department was promoted by organising various interface horizontal and vertical meetings between various institutions responsible for the delivery of health services.

Multi-stakeholder dialogues were organised in each of the thirteen intervened districts to encourage convergence and complementation among different actors for implementation of health plans prepared by the panchayats. This also provided an opportunity to

catalyse the district level environment in favour of collaboration between panchayats and the health department around women's health in particular and primary health in general. As a result, the health department and district administration have promised to support implementation of the village health plans.

A large number of elected representatives, Village Health, Sanitation &

Nutrition Committee (VHSNC) members and community based organisations have been involved in gender sensitive actions and service delivery. A document on "Steps for Preparing Gram Panchayat Health Plans" was produced and shared in the workshops.

The results of these activities have been:

- Preparation of 70 participatory gram panchayat health plans by the panchayats and its various representatives.
- Issues of maternal health and sex selection included in panchayat and gram sabha meeting agendas.



- VHNSCs hold regular and informed meetings, with proactive follow-up to address health issues at the village level.
- Social Justice and Social Welfare Committees (SJSWC) have been activated and their regular interface with counterparts in the VHSNCs has been facilitated.
- Community based monitoring system (through SJSWC, VHSNC and community based organisations) regularly performs the role of registration of pregnancies, ensuring institutional delivery, ante-natal care and post-natal care. More than 10,000

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At the state consultation on Strengthening Gender Response of Panchayats (from left to right): P. L. Minroth, Director, Women's Commission and Abha Tyagi, Director, Health, Environment and Development Consortium

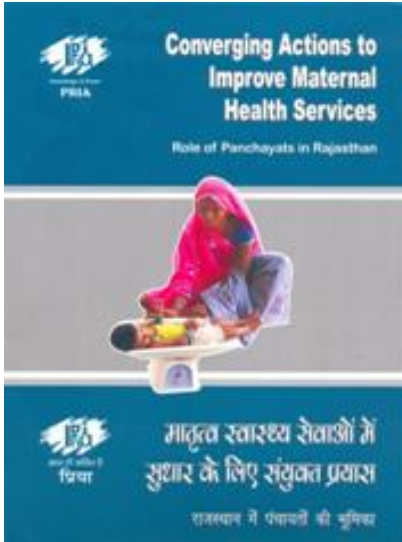
VHSNC members, elected representatives and members of community based organisations across 70 gram panchayats are engaged in the process of improving health service delivery based on local needs and issues.

- Based on the participatory health plans prepared, some gram panchayats have initiated implementation of the plan from their own resources (including available resources under various other schemes) and have approached their panchayat samitis and zilla parishads to access resources from the governmental health delivery system such as the District Health Society.

A state level workshop was held on 26 November 2012. The workshop aimed at sharing the significant learnings and experiences of capacitating panchayats on the issues of gender, health and governance. It was attended by around 100 participants including officials from the State Women's Commission, Planning Board, Ministry of Health and National Rural Health Mission (NRHM) as well as panchayat members and community leaders.

A learning document showcasing successful case studies has been published.

Engagement with the media has been extensive and its response has been encouraging, giving wide publicity to the issue and the achievements of local communities.



### Democratic Decentralisation of Water in Chhattisgarh

Water is critical to life. It is however scarce and thus needs to be managed effectively. The Scheduled V tribal areas of Chhattisgarh are facing problems related to access to regular and clean drinking water, and adequate water for farming purposes. Pollutants and contamination of water sources have severe negative effects on the health as well as agriculture production of tribal communities. In this context the role of the state, industry and the community becomes very important to effectively address the problem of water. With the support of Arghyam, PRIA has been pursuing interventions in Chhattisgarh on the implementation of

PESA provisions, with special focus on water management issues.

In the past year, five-year vision documents and one-year annual plans on water have been prepared for each of the five intervening panchayats in Korba district. The vision documents and plans were prepared with the active participation of gram sabha members and panchayat representatives, with support of the Technical Support Group comprising of panchayat elected representatives, gram sabha members, panchayat secretary, rojgar sahayak, ground level staff from public health and engineering department and agriculture department, and sub-engineer of the panchayat. The vision documents and the plans were approved by each gram sabha and then submitted by the respective sarpanches to the president of the janpad panchayat for implementation during a dialogue organised at janpad panchayat level on 2 November 2012. This was followed by a district level consultation on 21 November 2012 at Korba to build a district level vision and strategy for effective water management of Korba district.

During the year, a short study was undertaken to assess perceptions of important stakeholders on the current status of implementation of PESA provisions, with specific reference to gram

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sabha ownership of water resources (drinking and irrigation water).

Cases of best practices of community-based water management in Schedule V areas where water bodies (especially drinking water and irrigation) have been effectively managed by tribal communities and their traditional community based structures have been documented.

A one-day state level consultation on “Effective Management of Water Through Strengthened Local Governance in Scheduled Areas of Chhattisgarh” was held in Raipur on 9 January 2013. The key objectives of the consultation was to share the experiences of the participatory planning conducted in Korba and explore strategies for effective water management in the Scheduled Areas of Chhattisgarh through strengthened local governance

systems. It is hoped that the strategies to ensure active participation of gram sabhas and panchayats in effective management of water resources will be undertaken in the state.

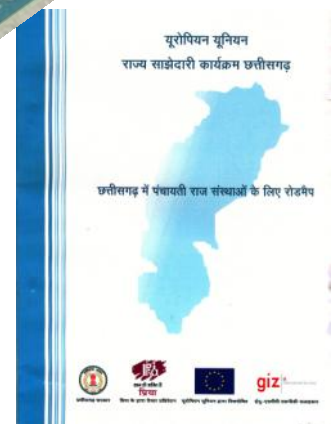
The action research of the past year has brought to the fore the lack of adequate understanding of PESA among the relevant state departments, coupled with lack of political will and commitment to implement PESA provisions. The visioning exercise and consultations at various levels have however increased awareness of PESA, activated gram sabha members and elected representatives to undertake participatory planning on water issues and generated discussion on PESA and the gram sabha’s role in managing water resources. The ground has been laid for intensifying awareness generation through campaign mode in the next phase.



Gram sabha meeting in Korba district to discuss vision for water



Dr. Shushil Trivedi (centre), Former State Election Commissioner, Chhattisgarh, sharing his views during the State Consultation in Raipur



### Roadmap of Democratic Decentralisation in Chhattisgarh

Despite the mandate of the constitution to devolve several functions listed under Schedule 12 to panchayats, most state governments in India have not undertaken detailed activity mapping in this regard. Ad-hoc decentralisation through executive orders has not yielded the necessary institutionalisation of clear devolution of responsibilities to panchayats.

It is in this context that the Government of Chhattisgarh invited PRIA to help develop a Roadmap for Panchayati Raj Institutions (PRIs) and functional allocation with respect to five subjects – primary and secondary education, primary health care, public distribution system (PDS), minor forest produce and poverty alleviation programmes. Through a widespread consultative process conducted in two districts (Bastar and Mahasamund) across

eight gram panchayats, PRIA facilitated dialogues on the functioning of panchayats, nodal departments and necessary devolution amongst citizens, elected representatives, civil society actors, government officials and media. Two district level and three state level consultations were organised in which over 250 participants, including elected representatives from three tiers of panchayats, state government officials from different departments, State Planning Board, State Health Resource Centre, Minor Forest Produce Federation, State Institute of Rural Development, civil society and gram sabha representatives participated.

The Roadmap has since been approved by the government and its implementation has begun in the two districts (Bastar and Mahasamund).

# Inclusive Democracy in Cities

Rapid urbanisation has resulted in unplanned and somewhat exclusionary growth of cities in India and elsewhere in Asia. Municipalities as institutions of local governance lack the authority, capacity and resources to be able to govern these growing cities in an effective and accountable manner. In India, despite twenty years of constitutional mandate to municipalities, very little progress has been made in making them effective institutions, especially in the small and medium towns of the country. Over the past decade, PRIA has focused on strengthening the capacities of such institutions so that they can provide basic services to citizens, especially the poor.

## **Social Accountability in Municipalities**

United Nations Democracy Fund (UNDEF) supported the “Deepening Local Democratic Governance Through Social Accountability in Asia” intervention aimed at bettering democratic practices in urban local governance institutions through social

accountability. The project made efforts to improve the delivery of basic services (water and sanitation) by municipalities to the most marginalised families (women and low-income groups) in two Asian cities – Rajshahi in Bangladesh and Takhmao in Cambodia. During this period, a large number of activities were undertaken with two partner CSOs – PRIP Trust in Bangladesh and Silaka in Cambodia.

Six capacity building trainings for 500 women and youth and two trainings for elected representatives and municipal officials were organised. Rajshahi City Corporation came out with an information disclosure format for garbage disposal in the city, whereas Takhmao municipality prepared an information disclosure format for water supply services. Rajshahi City Corporation initiated an effective system of complaint redressal at the ward level. In Takhmao, a Social Accountability Facilitation Committee was established comprising officials from various departments and elected representatives.

Awareness generation campaigns were conducted to share the developments of the project through local folk theatre, rallies and public forums.

Two national dialogues, one each in Bangladesh (20 January 2013) and Cambodia (17-18 December 2012), were organised and facilitated. These dialogues helped in building collective voice on issues

Mayors (left to right) of the cities of Sri Jayawardenapura Kotte (Sri Lanka), Bilaspur (India), San Fernando (Philippines) and Rajshahi (Bangladesh)



of effective and accountable urban governance in both the countries.

The project culminated in an Asian Regional Conference organised in Phnom Penh, Cambodia from 31 January-1 February 2013, attended by around 50 participants from eight Asian countries (India, Bangladesh, Cambodia, Philippines, Vietnam, Indonesia, Sri Lanka and Pakistan). As an example of south-south cooperation, this experience has helped promote better understanding of capacities needed for various stakeholders in deepening democratic practices in Asian municipalities on a regular and larger scale in future.

Three operational manuals, two synthesis papers and two policy briefs are available.

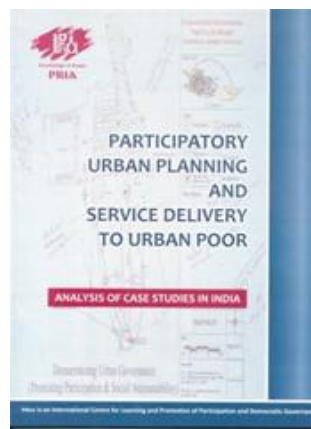
### **Institutionalising Accountability Mechanisms**

Organising and communicating citizen feedback on urban services, designing and establishing citizen charter and public grievance redressal systems, and proactive disclosure of information are some of the tools PRIA uses to promote social accountability in urban municipal services. The results of the two-year programme on Democratising Urban Governance in three cities (Varanasi, Biharsharif and Bilaspur) are becoming visible as institutional spaces for citizen participation in urban governance have been created with regular meetings of area and mohalla sabhas. Participatory planning exercises have been undertaken in Bilaspur and

Biharsharif in consultation with ward members.

Capacities of citizens and municipalities to establish, practice and strengthen social accountability of municipalities were strengthened through citizen charters in Bilaspur and Biharsharif municipalities, and a grievance redressal cell in Varanasi.

A state level forum has been formed in Bihar to promote social accountability in urban governance in partnership with the Council of Urban Local Bodies. Likewise, ward plans and area development plans in Bilaspur (Chhattisgarh) and Biharsharif (Bihar) have been prepared by citizens' coalitions and submitted to the respective municipalities.



### **Mobilising Voices of the Urban Poor**

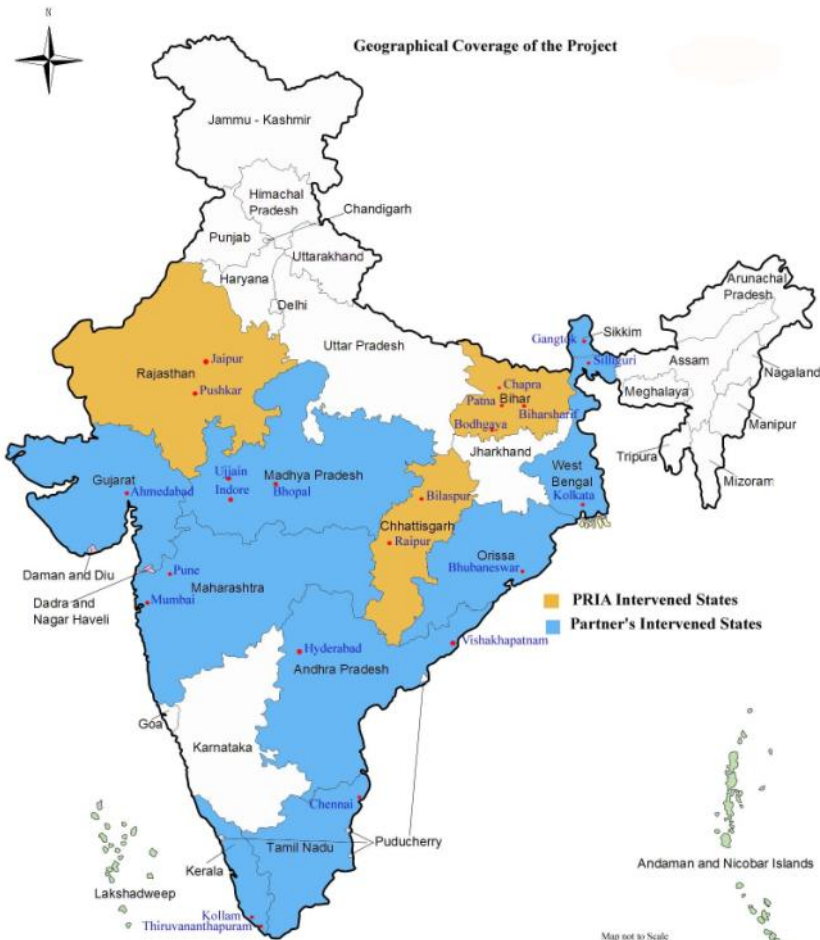
Begun in 2011, SPARC and PRIA have been promoting greater civil society intervention and impact on mobilising and engaging the voices of the urban poor in planning and governance of basic services in cities. With support from Ford Foundation and Rockefeller Foundation, this set of interventions has aimed to build ward and settlement level associations of the urban poor and to enable their interface with municipalities.

The interventions were intensively carried out by PRIA in a number of cities in the states of Bihar, Chhattisgarh and Rajasthan. As it became evident that state governments needed to be influenced to support municipalities in developing programmes and services for the urban poor, several other states were included by mobilising local civil society partners. These interventions now cover over a hundred slums across 23 cities in 12 states (see map).

In India, execution of policies and programmes is often hampered by the lack of ground level, current data. The listing of slums in Patna, Bodhgaya, Muzaffarpur, Biharsharif, Chhapra and Raipur under this project has gone a long way in filling this gap in the implementation of urban poverty schemes. The slum listing process undertaken in Raipur helped to pinpoint

# जयपुर की कच्ची बस्तियों में असंतोष

Associate



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the actual number of slums existing in Raipur. Only 233 slums of the 299 identified in the slum listing match with the existing list in Raipur Municipal Corporation.

A major aim of the project is to make slum dwellers aware of their rights and entitlements and to assist in their interaction with municipal bodies. PRIA has thus facilitated the formation of Slum Improvement Committees (SICs) in slums of Raipur, Bilaspur, Patna, Bodhgaya, Biharsharif, Chapra and Jaipur. Slum dwellers have been organised and capacities of SICs have been built through training and orientation about different central as well as state government schemes available for the urban poor. Community members have been trained to collect household level information and in the use of GPS as a mapping tool to

physically locate their slum on a map using Google Earth.\*

To consolidate and strengthen the voice of civil society to address urban poverty, PRIA organised a number of city level consultations in Patna, Bodhgaya, Muzzaffarpur, Biharsharif, Chapra, Jaipur, Panna, Jabalpur, Ujjain and Bhopal through the year. The primary purpose of these meetings was to discuss advocacy experiences of various civil society organisations on urban poverty issues and to explore the possibilities of creating a shared but effective platform for advocacy.

State level multi-stakeholder dialogues have been organised to bring slum dwellers, elected representatives and government officials together to understand the problems faced by the urban poor and to advocate for effective

## कैसे चलेगा? कैसे करें?



एक "जी पी एस (GPS)" यंत्रे बताता है आप पृथ्वी पे कहाँ है



आप बस्ती में घूमेंगे और जी पी एस में डाटा प्राप्त करेंगे

\*Read about the process of slum mapping using GPS technology in Ward 25, Chandrashekhar Nagar slum of Raipur, Chhattisgarh at <http://www.practiceinparticipation.org/documents/869/112/slum-s-identity-in-the-hands-of-its-slum-dwellers> and in Kettari Mohalla of Patna, Bihar at <http://www.practiceinparticipation.org/documents/868/111/empowering-the->

Google  
Maps



slum policies. These dialogues have shown some immediate impacts. In Rajasthan, urban poverty issues have been raised in the state legislature by MLAs who participated in the dialogue in Jaipur. In Bilaspur, slum dwellers along railway lines received notice from the Railways to vacate the land. Bilaspur Municipal Corporation has not taken any steps to provide alternative houses in the city. SICs and slum dwellers submitted a memorandum to the mayor, commissioner, the urban minister and their elected representatives at an interface meeting facilitated by PRIA.

PRIA has begun to utilise the sphere of social media to disseminate its work through the blog Terra Urban (<http://terraurban.wordpress.com>) and on Facebook (<https://www.facebook.com/pages/TerraUrban/302910213128580>). Terra Urban has generated considerable interest and response to the issues of urban poverty among civil society organisations. Nearly 30,000 visitors from across the globe have accessed the blog in the past 18 months. With over 150 followers of the blog, interesting comments and articles have been generated across a variety of topics which will be synthesised and disseminated for further learnings.



*“Now that we are organised (in SICs) we can resist unlawful evictions and demand proper services”*

*—Shakina Begum, Porter Kholi slum, Bilaspur*

## Engendering Democracy

PRIA has consistently attempted to make gender equality and justice an integral part of its work in strengthening civil society and democratic governance. Analysing service delivery and local governance from this lens, building capacity for women's political leadership, engendering the workplaces of civil society and local bodies, and undertaking policy advocacy in support of the above have all been critical elements of this approach towards engendering democracy, its institutions and practices.

### **Accountability of Development Services to Tribal Women**

Tribal women in conflict zones face enormous vulnerabilities; in an attempt to expose this phenomenon and break the silence around tribal women either directly caught in or affected by the conflict, PRIA undertook a study with support from the Ministry of Women and Child Development and in coordination with National Mission for Empowerment of Women, New Delhi. It was conducted in

Jamtara and Dumka districts of Jharkhand. The research involved understanding women's *own perceptions* about their vulnerabilities, capacities and barriers for participation in the economic and political life of the community in a situation of conflict, their vision of the road ahead and their role as agents of change.

The findings confirm that higher incidence of conflict curtails accessibility, availability and quality of education and health services and economic entitlements to tribal women who already face multiple vulnerabilities (including lack of information and education, limited voice in family decisions and poor participation in gram sabhas). The draft report and its recommendations have been shared with the Ministry of Women and Child Development and the National Mission for Empowerment of Women.

### **Empowering Social Justice Committees to Address Violence Against Dalit Women**

PRIA has been working to bring about participatory social change, especially for women of the poorer community in Haryana for nearly a decade now. Over the years, it has campaigned against female foeticide, built women's political leadership and strengthened panchayats and municipalities. It began to focus on





Setting up the SJC in Sandal Khurd village was the most challenging as the sarpanch and block development officer were not very supportive. A number of meetings were held in the hamlets to develop a relationship of trust with community members; the process was also used to identify stakeholders who could be included in the SJC. Parallel to meeting with the sarpanch, a meeting was scheduled with the block development officer of Sonipat block. Repeated interactions and discussions led him to call a meeting of all sarpanches. A letter of consent was given by the block development officer for the constitution of SJCs. A follow-up meeting was held with the elected representatives immediately after. Written consent was obtained from the sarpanch and the panch members to set up the committee. Finally a Social Justice Committee was formed in Sandal Khurd.

energising and enabling Social Justice Committees (SJs) of panchayats in Sonapat district to address issues of violence against women from Scheduled Caste families with support from the Asia Foundation.

Legislation, legal services and socio-economic development programmes alone do not bring about social change. It is important that democratic institutions representing society and those providing leadership become active as well. Towards this end, strengthening SJs of panchayats is a vehicle to mobilise such change processes. Violence against women, and dalit women in particular, has been growing in recent years. PRIA's intervention sought to strengthen the responsiveness and accountability of local governments on this issue. During the year, two further initiatives have been made. First, local groups of youth (boys and girls) have been enabled to begin to understand the issues of violence and gender discrimination, and various statutory and legal provisions available for the same. Second, linkages with Jindal Law University have begun to provide legal support to dalit women facing violence.

### **Women's Empowerment & Leadership**

A roundtable discussion on "Collective Action to Counter Violence against Girls and Women in Urban India" was held on 25 February 2013 at PRIA. In the aftermath of the brutal gang-rape case in Delhi in December 2012, there has been widespread public discussion on the factors behind the rising incidence of violent crimes against girls and women in India's urban areas. Civil society organisations with an interest in combating gender-based violence shared their experiences on emerging trends of violence against women in urban areas and contemplated ways of collectively addressing this issue, in particular to reaching out to unemployed youth collectively in urban centres across the country.\*

A presentation on "Supporting the Next Generation of Women Leaders" was made at the South Asia Women Parliamentarians Conference at Dhaka between 7 and 12 July 2012. The conference was attended by over 100 participants, majority of whom were women parliamentarians from

\*Details of the discussion can be accessed at [http://www.pria.org/images/VAW%2025February\\_report%20for%20website.pdf](http://www.pria.org/images/VAW%2025February_report%20for%20website.pdf).

Bangladesh, India, Pakistan, Nepal, Afghanistan and Sri Lanka.

PRIA's experiences in empowering women to strengthen their leadership capacity was showcased at the conference "Rural Women Leadership Capacity Building: Experience and Policy" held at Shantou University, China between 26 and 30 June 2012. The conference was organised by the Li Ka Shing Foundation in collaboration with Shantou University and All-China Women's Federation.

### **Preventing Sexual Harassment**

In recognition of the active role that PRIA has been playing in advocating the prevention of sexual harassment at the workplace, ILO approached PRIA to develop a step-by-step guideline for Labour Commissioners on the prevention of sexual harassment at the workplace. The guidelines specify the stipulations of the Indian law in the context of prevention and redressal of sexual harassment in the workplace. This includes information on objectives, punitive sanctions and statutory mandates to the formation of committees, redressal procedures, and overall role of committees with respect to preventing sexual harassment through their normal oversight and advocacy functions.

ILO has also asked PRIA to prepare a Manual on Gender Stereotypes which provides conceptual clarity on issues of gender discrimination and gender equality and gives the user an overview of participatory training methodologies. This guidebook-cum-training manual has a large menu of exercises to choose from when conducting gender sensitisation training. The training tools that have been described in the manual will be used by the trainers while interacting with the community and families on the issue of gender stereotyping, with an emphasis on encouraging skills training for girls.

"Converging Against Child Labour: Support for India's Model" is being implemented in India under the International Programme on the Elimination of Child Labour (IPEC) of the International Labour Organisation. In order to promote participatory approaches in planning programmes of child labour, especially the girl child, ILO supported PRIA to prepare a Participatory Rural Appraisal Guidebook. This manual will be used by resource organisations conducting camps in the project district under the guidance of the District NCLP Society and officials operating under the district collector.

PRIA conducted a workshop to train facilitators and pilot-test the guidebooks. This workshop was designed to also provide conceptual clarity to the

participants on issues of gender discrimination and gender equality with an emphasis on encouraging skill training for girls.

### **Gender Mainstreaming**

PRIA's efforts in gender mainstreaming in institutions, especially in the prevention of sexual harassment, began with the composition of a Committee Against Sexual Harassment (CASH) in 1998, a year after the Supreme Court laid down the Vishakha Guidelines for combatting sexual harassment at the workplace. In the past year, PRIA collaborated with American India Foundation Trust (AIFT) for strengthening institutional capacities to mainstream gender in AIFT. In addition to a gender audit, workshops for senior staff

and field facilitators were designed and conducted. The findings of the gender audit were shared with the senior management. One gender orientation workshop was held for programme staff from the Delhi office and an additional four trainings were held with field staff of AIFT's DE programme in Hyderabad and Chandigarh.

Likewise, findings of the assessment of gender fair practices and mechanisms to prevent sexual harassment at the workplace conducted amongst Indian civil society organisations were shared at the national convention of Voluntary Action Network India (VANI) to promote improved practices amongst voluntary organisations as well.

# Lifelong Learning and Democratic Practice

Democratic practice cannot be sustained without lifelong learning. In fact, much of active citizenship is learnt through life. Preparing the next generation of practitioners and upgrading professional competencies of existing ones requires sustained and regular opportunities for learning and reflection. PRIA's distance education programmes are intended to serve this purpose over the long term.

## Distance Education

PRIA has been offering Certificate, Appreciation and Master's courses in Open Distance Learning mode since 2005. During this period, more than 1500 professionals have built their capacities and practical knowledge through these courses.

During the year, PRIA International Academy of Lifelong Learning (PIALL)

offered the following seven Certificate Courses in the April intake of 2012:

- International Perspectives in Participatory Research
- International Perspectives in Participatory Monitoring and Evaluation
- Occupational Health and Safety
- Participatory Training Methods
- Understanding Gender in Society
- Local Self Governance
- Social Accountability

Three of these courses (International Perspectives in Participatory Monitoring and Evaluation, Occupational Health and Safety, and Participatory Training Methods) were also offered in October 2012.

A total of 137 (87 national and 50 international) students enrolled for the ten certificate courses offered in 2012. Ten Appreciation Courses were also offered in 2012 in which 119 students enrolled. The most popular course (with 28 students) was Participatory Social Audit.

Two new Certificate Courses on Urban Poverty and Social Accountability and one Appreciation Course on

Participatory Urban Planning were also developed in 2012.

An external review of PIALl's programmes was carried out (in partnership with dvv International) in order to assess the educational courses and their impacts. Centre for Market Research and Social Development (CMSD), New Delhi evaluated five of the ongoing programmes (three Certificate and two Appreciation Courses) and proposed a comprehensive strategy to build a sustainable system of programme design, development and delivery.

The key findings of the evaluation were:

- The programmes are extremely popular among working professionals.
- The fees are quite reasonable and there is a perception that the programmes offer value for money.
- The quality of course materials is of a high standard. There is a proper mix of reading materials to enhance knowledge, with adequate illustrations, examples and case studies, both in terms of quality of material as well as sufficient quantity.
- Moodle was viewed as a comprehensive platform for online teaching-learning.

- Findings also suggest that that learner workload is much less than what is prevalent in the market for certificate programmes of six months' duration.
- The design of the programme ensures that learners are engaged in regular self-study.

### **IGNOU Study Centre**

In July 2012 PRIA accepted the responsibility of becoming a study centre for IGNOU in the teaching of its Master's programme entitled "Women and Gender Studies". The main purpose of the centre is to strengthen student support service. PRIA has taken a lead in undertaking new methodologies over and above the regular IGNOU teaching style. In addition to course material and counseling sessions, the following activities were undertaken:

- Online services to students through Moodle
- Workshops/lectures
- Use of PRIA Library and audio and video programmes by the students

### **Field Schools and Exposure Visits**

In collaboration with University of Victoria (UVic), Canada PRIA organised the second

International Field School in India. The Field School consisted of a four-week programme that provided ten students from the geography department an opportunity to visit four states (Haryana, Uttarakhand, Rajasthan and Kerala) during their internship. This particular internship was unique in that it incorporated field exposure to the community and to the national parks in both north and south India.

The University of Florida International Center offers a five week study abroad programme titled “Non-Governmental Organisations (NGOs) and Development in India”. Fifteen students of the University of Florida visited PRIA to learn about the scope and impact of the participatory development work undertaken by PRIA over the past three decades.



Students from the University of Florida at PRIA

A team of eight members of OXFAM Bangladesh working on rights and services for extremely marginalised and socially excluded communities visited Bihar with the objective of observing and widening their learnings on social accountability. They visited Biharsharif, Nalanda and Patna to see PRIA’s work in the area of social accountability of municipal corporations and urban participatory planning.

Seven students working and living in different locations across the world, along with their professor Dr. Guy Nasmyth, were at PRIA between 6 August 2012 and 17 August 2012 to complete their summer residency requirement for the Master of Arts in Community Development (MACD) offered by the University of Victoria (UVic), Canada. This gave the students the unique opportunity to integrate their online learning with experiential



MACD students interacting with villagers in Govindgarh



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opportunities through site visits and team building activities. The students participated in intensive learning sessions with PRIA staff that took place inside the classroom and in field sites at Sonipat, Haryana and Govindgarh, Jaipur.

### Learning for Social Change

PRIA was part of an Action Research intervention under the Thematic Learning Programme “Learning Practices in Social Change”. PRIA coordinated the South Asian Hub and hosted the Harvest Workshop.

The workshop was helpful in sharing the findings from each of the seven regional hubs and synthesising the findings into ten thematic clusters.\*

### Practice in Participation Knowledge Portal

PRIA with support from dvv international, SDC and IDS developed a knowledge portal called Practice in Participation (with

a domain name ([www.practiceinparticipation.org](http://www.practiceinparticipation.org)). The portal was launched on 6 February 2012 at New Delhi on the occasion of PRIA’s 30<sup>th</sup> Anniversary.

The portal has over 350 members globally, a majority from Asia. The portal has become a platform for these practitioners of participation to share knowledge resources and experiences with each other on the overriding theme of participation (46 documents and 23 audio-visual resources are available on the portal).

The portal leverages PRIA’s strengths as an international knowledge centre.

Communities of Practice on the portal encourage members to share live experiences for connected learning. During the year, five Communities were initiated – on Local Self-Governance, Community Based Research, Addressing Sexual Harassment at the Workplace, Right to Participation in Local Democracy, and Communication and Social Change.

\* You can download the Barefoot Guide from [http://www.barefootguide.org/BFG\\_2/downloadBFG2.htm](http://www.barefootguide.org/BFG_2/downloadBFG2.htm)



# Knowledge Democracy

Knowledge as a source of empowerment and transformation has been emphasised throughout the history of PRIA. PRIA has focused on democratising the sources and modes of knowledge, especially knowledge from the world of practice at the grassroots.

This pursuit of knowledge for empowerment and transformation has resulted in the unique privilege of PRIA's president, Dr Rajesh Tandon, being appointed UNESCO Chair in Community Based Research and Social Responsibility in Higher Education along with Dr. Budd L. Hall, Professor of Community Development at the University of Victoria, Canada.

This recently created UNESCO Chair has its home in two complementary but distinct institutions. It is co-located at the Community Development Programme in the School of Public Administration at the University of Victoria (UVic) in Canada and at PRIA. The Chair grows out of and supports the UNESCO global lead to play "a key role in assisting countries to build knowledge societies".

The Chair supports North-South-South and South-South partnerships that build on and enhance the emerging consensus in knowledge democracy. It strengthens recent collaboration between the Higher Education section in UNESCO, the Global University Network for Innovation (GUNI) and the Global Alliance on Community University Engagement (GACER). It co-creates new knowledge through partnerships among universities (academics), communities (civil society) and government (policy-makers) leading to new capacities; new solutions to pressing problems related to sustainability, social and economic disparities, cultural exclusion, mistrust and conflict; awareness among policy makers; enhanced scholarship of engagement; and modified pedagogy of community based research.

As part of its mandate to promote the discourse on social responsibility of higher education in the perspective of "knowledge democracy", the Chair proposed to the Planning Commission, Government of India to organise ten symposiums in collaboration with various universities/institutions on the theme of "Fostering Social Responsibility in Higher Education" in different cities of India.

The first symposium in this series was organised in collaboration with B.P.S. Mahila Vishwavidyalaya, Haryana on 29 September 2012.

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Dr Pankaj Mittal, Vice Chancellor, BPS Mahila Vishwavidyalaya at the first symposium



The second symposium was organised in collaboration with Jamia Millia Islamia (JMI), New Delhi on 10 December 2012. This was also the occasion of the formal India launch of the UNESCO Chair in India.

The Chair was formally launched in Canada on 4 March 2013 at the University of Victoria. A one-day international symposium on “Knowledge Democracy: Decolonising the University through Community Partnerships” was held on 5 March 2013. The objective was to provide visibility to community-based and socially responsible research at the University of Victoria and contribute to the international dialogue on knowledge democracy.

The third symposium on the topic was organised on 14 December at Gujarat Vidyapith, Ahmedabad, India.

These symposiums have raised the expectation that institutions of higher education will be partnering with local communities to produce knowledge that helps to address the challenges faced in socio-economic development of their regions. In addition, there is growing support for building curricula and pedagogy that promote learning and education of locally relevant skills and competencies to promote inclusive local development.



Prof. Zubair Meenai of Jamia Millia Islamia University (left) and Dr David Turpin of the University of Victoria (right) at the launch of the UNESCO Chair in India



Dr Rajesh Tandon (extreme right) at the Fifth Living Knowledge Conference

The Fifth Living Knowledge Conference was organised from May 10-12, 2012 at Bonn, Germany. The theme of the conference was “Re-imagining Research Relationships: Co-creating Knowledge in a Democratic Society”. The conference focused on different themes such as setting shared research agendas by civil society organisations and research institutes and the role of higher education in creating knowledge with communities to get more insight into processes, and develop specific policy recommendations that resonate with public concerns and articulated research needs.

Dr Tandon and Dr Hall are co-authors of the 5<sup>th</sup> GUNi Report on Higher Education in the World on “Knowledge, Engagement and Higher Education: Rethinking Social Responsibility”. A preliminary report was discussed at the 6th International Barcelona Conference on Higher Education held on 13-15 May 2013. The conference provided visibility and critically examined the growth of the theory and practice of engagement as a key feature in the evolution of higher education. It explored ways in which engagement enhances teaching, learning and research.

# Strengthening Civil Society and Deepening Democracy

Active citizens and their associations are an integral part of democratic governance in any society. Strong, effective, vigilant and accountable civil society actors can and do make a difference in deepening democratic practices and institutions so that justice and well-being can be accessed by all in an inclusive manner. PRIA has worked to understand, strengthen and advocate for a strong and accountable civil society locally, nationally and globally over its entire history.

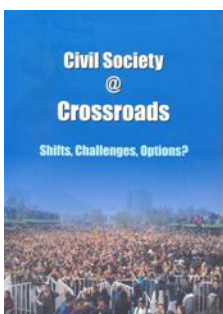
## The Future of Civil Society

Begun in 2011, “Civil Society @ Crossroads” has been a joint initiative of PRIA (India), CDRA (South Africa), EASUN (Tanzania), INTRAC (UK), IPD (Uruguay)

and PSO (Netherlands) aimed to initiate collective reflections and systematisation of the future of civil society around the world, in particular its roles, capacities, contributions, limitations and challenges in the contemporary context.

With the main purpose of gaining insights into civil society “from the bottom up”, stories and experiences of local forms of civil society have been collected and documented in different countries. The process aimed to capture the voices of ordinary people that make a difference in their societies by addressing common public issues. Apart from formal civil society organisations (more popularly known as NGOs), this particular initiative focused on various other forms of associations (local associations, indigenous groups, citizen’s movements occurring throughout the globe, etc) and has highlighted the roles that they play in bringing about social change.

The country stories documented under this initiative\* have primarily intended to investigate how civil society organisations are changing their strategies, roles and external relationships in response to the ensuing socio-political and economic changes in the respective countries. These findings have been shared in different forums during the year – ISTR (Senna, July



\* The documents and films under this initiative can be viewed at <http://www.pria.org/civil-society-at-crossroads-/2451>; <http://www.pria.org/docs/Global-Synthesis.pdf>; and <http://www.pria.org/-media/video-gallery/video/38-a-film-on-civil-society--crossroads>

2012), CIVICUS World Assembly (Montreal, September 2012) and at PSO (The Hague, November 2012).

The Crossroads initiative has resulted in some specific products as instruments to influence the future discourse on civil society and capacity enhancement:

- Ten country stories on civil society, fourteen citizen eruption stories from various countries across the world, and five reflection documents based on Round Table Conferences in five different countries.
- A global synthesis paper titled *Civil Society @ Crossroads, Shifts, Challenges, Options?* for practitioners, policy-makers and protagonists \* A summary of this synthesis report has been translated in seven languages – Arabic, Bahasa, Hindi, French, Khmer, Swahili, Spanish and Portuguese – and is available online.
- A short film titled “Civil Society @ Crossroads” that stimulates reflections
- A special issue of *Development in Practice* (DiP) will be published in August 2013.

### South-South Cooperation

PRIA’s transnational programmes are based on the principles of south-south

At the write-shop to synthesise country studies of Civil Society @ Crossroads



cooperation: mutual interest, shared knowledge and resources, and value-addition in India as well in other southern countries. PRIA’s involvement in regional and global coalitions and consortiums is important to influence governance institutions and to advance its own learning. Its transnational programmes, therefore, explicitly aim to share its practical knowledge with actors in other contexts, and to learn from practices and innovations from them.

FIM – Forum for Democratic Global Governance launched the Civil Society-BRICS Engagement Initiative in November 2011. Although the project was housed within FIM, it was essential that the leadership of the project come from civil society within the BRICS countries.

Towards that end, FIM and PRIA agreed to

co-ordinate the initiative in collaboration with Polis Institute in Brazil, Isandla Institute in South Africa, Participation Centre in China and Commission on Social Policies, Labour and Living Standards, Civic Chamber of the Russian Federation. The primary objective of this initiative was to develop a strategy whereby civil society actors from within the BRICS countries began to influence this key multilateral initiative. Following the first round of five official BRICS meetings, there has been no evidence of a civil society component to the BRICS outreach. Thus, the timing was right for civil society to take a proactive position.

The first planning session was held in Stockholm on 1-2 November 2011 with participation from civil society leaders from each of the BRICS countries. It was recognised from the outset that the BRICS alliance is new and, at best, partially understood, even by its own leaders. Therefore, civil society actors considered working on two fronts from the outset. One was on how to best sensitise broad civil society within the BRICS countries to the importance and potential of BRICS. The second priority was to identify appropriate entry points for engagement and influence within BRICS. These entry points could be issue-oriented where an issue of common concern allows for ready collaboration, or country-oriented where one or more BRICS members share the view that civil

society engagement is necessary to achieve certain objectives.

Following the initial planning meeting in Stockholm, PRIA in consultation with FIM prepared a Briefing Note summarising the emergence, history, purpose and declarations from four official BRICS summits. This note served as a background document for the various in-country consultations with civil society held under the Civil Society-BRICS Engagement Initiative. The objectives of in-country consultations were: (i) informing civil society in the BRICS countries about the current governance, functions and priorities of BRICS, and (ii) facilitating civil society engagement with key BRICS actors with a view to influencing their policy priorities and governance processes. Till date, five in-country consultations have been held:

- India Consultation, 23 March 2012 and 31 May 2013 in New Delhi organised by PRIA, India
- China Consultation, 24 August 2012 in Beijing organised by Participation Centre, China
- Brazil Consultation, 27 November 2012 in São Paulo organised by Polis Institute, Brazil
- South Africa Consultation, 19 February 2013 in Johannesburg

organised by Isandla Institute, South Africa

- Russia Consultation, 14 June 2013 in Moscow, as part of Civil G20 meeting hosted by Russia

The activities carried out under the Civil Society-BRICS Engagement Initiative have helped develop a deeper understanding of the functioning of BRICS and the challenges and opportunities for civil society engagement in BRICS processes, as well as mapping of domestic and international initiatives with which FIM can foster strategic partnerships.

One such initiative was “Engaging with the Rising Powers’ Impact on Development Studies, Development Policy and Development Practice” hosted by the Institute for Development Studies (IDS), Sussex, UK. FIM and its BRICS partners have been in dialogue with IDS colleagues with a view to learning from each other, providing complementarities and exploring opportunities.

In the run up to the Fifth BRICS Summit held at Durban, South Africa on 26-27 March 2013, FIM, IDS and PRIA also hosted an “International Civil Society Meeting on Future Strategies for Civil Society-BRICS Engagement” on 19-20 March 2013 at Johannesburg, South Africa. The purpose of the meeting was: (i) sharing the experiences and outcomes of

the in-country consultations; (ii) stock-taking of Civil Society-BRICS Engagement Initiative focusing on revisiting the relevance, challenges, opportunities and pitfalls; and (iii) defining future strategies for civil society engagement with BRICS processes (focusing on thematic priorities, missing agenda, capacities and resources).

Nearly a decade ago, Logo Link as a global network to strengthen citizen participation was begun with PRIA as one of its founding members. During the year, Logo Link initiated a “Global Charter on Right to Participation in Local Democracy”. It is envisaged that the Global Charter will enable deepening of citizen participation in local democracy by scaling-up, mainstreaming and institutionalising citizen participation in all spheres of democratic governance.

In association with Sahbhagi Shikshan Kendra (SSK), Lucknow, PRIA organised a consultation on “Citizen Participation in Local Democracy” on 11-12 March 2013 at Lucknow. Its lessons are being fed in the global campaign.

### Capacity Building

In the past year, PRIA’s expertise in organisational development, strategic planning and evaluation was activated to help with preparing an institutional development plan for Sustainable Land

Management Institute Organisation (SLMIO), Afghanistan and leadership development in HomeNet South Asia (HNSA) and Oxfam.

Sustainable Land Management Institute Organisation (SLMIO) was established in 2011 in Bamiyan Afghanistan. After being operational for more than a year, it realised the need for a systematic review of its institutional architecture and decision-making mechanisms and requested PRIA to facilitate this review and suggest future roadmaps for its institutional development.

HomeNet South Asia (HNSA) is a regional network of organisations of home-based workers (HBW) from five South Asian countries – Bangladesh, India, Nepal, Pakistan and Sri Lanka. HNSA aspires that its institutional designs, structures, processes and decision-making be governed by these home-based workers and their organisations directly. It requested PRIA to undertake a study to facilitate deeper reflections with its leadership on the most appropriate structure and composition.

Oxfam India conducted a training programme to increase the leadership skills and capabilities of individual leaders and lift the leadership capability of the entire organisation. PRIA provided support in facilitating the action learning group meeting.

## **Participatory Evaluation**

PRIA and SILAKA, Cambodia were entrusted by The Asia Foundation (TAF), Cambodia to conduct the mid-line and end-line evaluations of the World Bank supported Non-State Actor Component (NSAC) of the Demand for Good Governance (DFGG) project in Cambodia. The evaluation took into account the current context of social accountability and good governance in Cambodia, particularly with regard to the governance reforms related to social accountability, citizen participation and civic engagement. It also shed light on the political environment vis-à-vis civil society organisations in Cambodia (i.e., their awareness about good governance, social accountability, participatory democracy, human rights, anti-corruption laws, etc) and how changes in this environment have facilitated or obstructed engagements between civil society organisations and government authorities at the local level.



# Institutional Development

## 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**, Group CFO, IHC Advisory, Gurgaon, Haryana.

### *President:*

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

### *Members:*

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

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

**Ms. Lalita Ramdas**, renowned educator and former chair of Greenpeace International.

**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 89<sup>th</sup> meeting on 15 June 2012, the 90<sup>th</sup> meeting on 17 November 2012 and its 91<sup>st</sup> meeting on 20 February 2013.

Between board meetings, the Chairperson provides guidance to the President (who reports to the Chair). The Treasurer oversees the financial management function (including internal audit) and provides guidance to the head of finance and the President. Eight such meetings were held during the year.

In addition, the Treasurer had extensive discussions with the internal auditors (ASA & Associates) every quarter on their reports, and necessary systemic

improvements were put in place based on agreed recommendations. The internal auditors reviewed systems related to accounting transactions, investment management, cash management, tax withholding compliances, human resources, FCRA compliances and Provident Fund during the year.

The Treasurer also discussed matters pertaining to statutory audit with the Board-appointed Statutory Auditors (Charnalia Bhatia and Gandhi). These discussions specially focused on the new compliance requirements in light of amendments to the Foreign Contributions Regulations Act (2010) and Income Tax Act (1961).

The General Body of PRIA held its 30th Annual General Meeting on 15 June 2012 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/heads of divisions/

departments 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

The current membership of SMB includes Rajesh Tandon (President), Kaustuv Kanti Bandyopdhyay (Director), Martha Farrell (Director), Manoj Rai (Director), Namrata Jaitli (Deputy Director) and Mathai Joseph (General Manager).

During the year, SMB held 25 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 Bindu Baby, Nandita Bhatt, C.S. Joshi, Anshuman Karol, Alok Pandey, T. Satheesan, Ranjan Sinha and Bhavita Vaishnava. During the year 24 OCG meetings were held.

Seventy-three staff were nominated to attend capacity development events and workshops on participatory rural appraisal, social audit, women's political empowerment and leadership, participatory urban planning, prevention of sexual harassment at the workplace, social inclusion, integrated district planning, service tax and FCRA, including nomination of a few of these staff to complete distance education courses in PIALL.

Three in-house capacity enhancement workshops were held to increase familiarity with MS Excel, MS PowerPoint and Tally on 19-21 June 2012; project proposal writing, planning, monitoring and project management on 4-6 July 2012; and strategic reflection and planning on 28-29 January 2013.

### **Strategic Directions for Organisational Restructuring**

Given the over-lapping and cross-cutting nature of PRIA's overall work, a dynamic

model of internal organisation is required. Its basis will be:

- Knowledge of issues, debates and developments in the chosen thrust areas
- Nurturing relationships with diverse constituencies and actors
- Capacities for both field work (mobilising, networking, data collection) and desk work (systematising, writing, communicating)
- Project management – planning, budgeting, coordinating, reporting

This matrix approach to organising programme work is critical in the present dynamic environment. PRIA's revised structure will comprise of a core team in each thrust area to develop programmes that have national/transnational dimensions and field linkages.

Distance education is being organised as a dedicated team, with each thrust area responsible for contributions (technical and financial) to developing, supporting and promoting specific educational programmes.

The knowledge generation role of PRIA is anchored in its participatory research perspective; systematisation of practical knowledge needs greater integration in its

activities and programmes. Dissemination of this knowledge through existing websites and the knowledge portal will become an integral element of all programmes. Communication and IT, along with the library, is so organised as to become a part of knowledge services, integrated into every programme and thrust area.

New sources of funding as well as new ways of partnering with resource providers are critical to this stage of PRIA. Finding flexible resources for the kind of work PRIA does is becoming a challenge; this is borne out in various trends globally. Resources for undertaking programmes that promote citizen participation, democratic governance and accountability in India are not easily accessible. PRIA's own professional and ethical underpinnings do not permit it to access such government funds which entail quality compromises and corruption. Resource mobilisation needs to be carried out in ways that support advancement of PRIA's own mission; scale of impact is not through size of funds, but the nature of its convening and linkage strategy.

# 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 transferred to the 'Restricted Fund' as per guidelines of the Institute of Chartered Accountants of India.

A proportion of funds received in the previous year amounting to approximately Rs 94 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

## INCOME AND EXPENDITURE ACCOUNT

(Year ended March 31, 2013)

(in INR '000)

Year ended 31.03.2012	Income	Year ended 31.03.2013
51,452	Research and Training Grants	45,828
19,972	Others	19,506
<b>71,424</b>	<b>Total</b>	<b>65,334</b>
	<b>Expenditure</b>	
56,364	Programme	47,445
12,884	Administration	13,220
2,493	Other Non-cash Expenses	1,684
<b>71,741</b>	<b>Total</b>	<b>62,349</b>
<b>(317)</b>	<b>Excess/(Deficit) of Income Over Expenditure</b>	<b>2,985</b>

Note: Extracted from Audited Statement of Accounts 2012-13



**MAKING DEMOCRACY WORK FOR ALL**

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 2013)*

<b>Particulars</b>	<b>Amount (Rs.)</b>
<b>INCOME</b>	
Research and Training Grants	30,828,323.29
Other Income	1,481,777.36
<b>TOTAL</b>	<b>32,310,100.65</b>
<b>EXPENDITURE</b>	
Research and Training Programme Expenses	28,151,257.00
Grants Paid	2,730,064.00
Administrative Expenses	8,398,502.03
Depreciation	1,386,007.00
<b>TOTAL</b>	<b>40,665,830.03</b>
<b>EXCESS OF EXPENDITURE OVER INCOME</b>	<b>(8,355,729.38)</b>
<b>TOTAL</b>	<b>32,310,100.65</b>

# Resource Providers

Resource Provider	Foreign Contribution Account (Rs.)	Indian Account (Local Fund) (Rs.)	TOTAL (as on 31.03.2013) (Rs.)
<b>RESEARCH AND TRAINING GRANTS</b>			
American India Foundation Trust	490,000.00	-	490,000.00
Arghyam		1,756,833.00	1,756,833.00
Avantha Foundation		(297,344.00)	(297,344.00)
Deloitte		2,066,609.00	2,066,609.00
GIZ		2,200,994.00	2,200,994.00
Institute for International Cooperation of the German Adult Education Association (dvv International)	5,766,483.45	-	5,766,483.45
Institute of Development Studies (IDS)	2,062,653.20	-	2,062,653.20
International Labour Organization (ILO)		617,640.00	617,640.00
Ministry of Women & Child Development		359,500.00	359,500.00
Oxfam	150,109.50	-	150,109.50
PSO	372,298.60	-	372,298.60
Swiss Agency for Development and Cooperation (SDC)	1,319,000.00	2,461,911.05	3,780,911.05
Synergos Institute	51,740.00	-	51,740.00
The Asia Foundation	4,027,274.37	-	4,027,274.37
The Ford Foundation	6,204,728.65	-	6,204,728.65
The Rockefeller Foundation	8,042,500.00	-	8,042,500.00
The United Nations Population Fund (UNFPA)		5,834,032.00	5,834,032.00
University of Victoria (UVic)	2,014,883.12	-	2,014,883.12
Other Income	326,652.40	-	326,652.40
<b>Total</b>	<b>30,828,323.29</b>	<b>15,000,175.05</b>	<b>45,828,498.34</b>
<b>CONTRIBUTION FROM OTHER PROJECTS</b>			
Accion Fraterna Ecology Centre, A.P.	-	-	88,000.00
Airports Authority of India	-	-	1,115,000.00
Delhi Commission for Women	-	-	84,150.00
Government of Jammu & Kashmir	-	-	165,000.00
Mitsui & Co. India	-	-	4,446.00
Oxfam India	-	-	300,000.00
PHDMA	-	-	392,000.00
SPA-MoHUPA	-	-	42,536.00
<b>Total</b>	-	-	<b>2,191,132.00</b>

# Team @ PRIA (April 2012 to March 2013)

## *Accountant*

Jose Xavier, Praveen PV,  
Soja Saramma Mathew

## *Accounts Officer*

Surjeet Singh

## *Admin. Assistant*

Dhan Singh

## *Admin. Officer*

Chandra Shekhar Joshi

## *Admin. & Accounts*

### *Assistant*

Bhogendra Narayan Lal,  
Gajendra Sahu, Naeem  
Khan

## *Assistant Officer (Admin.)*

Naveen Kumar

## *Assistant Officer (IT)*

Naveen Kumar Singh

## *Assistant Program Manager*

Anshuman Karol, Julie  
Thekkudan, Krishan Tyagi,  
Nandita Pradhan, Vishwa  
Ranjan, Abhijit Sarkar

## *Assistant Program Officer*

Abhishek Kumar Jha, B.  
Sandeep Kumar Rao,  
Barkmans Kerketta,  
Deepika Pandey, Jasmine  
Jose, Shivnath Singh Parmar

## *Communication Officer*

Jose George

## *Deputy Director*

Namrata Jaitli

## *Director*

K.K. Bandyopadhyay, Manoj  
Rai, Martha Farrell

## *Executive Secretary*

Chitra Laxman, M.D.  
Joseph, Mani Chaudhary,  
Prakash Kumar Pathak,  
Sanjit Kr. Tiwari

## *General Manager*

Mathai Joseph, Mousumi  
Chakraborty (F&A)

## *HR & Guest Relations Officer*

Bindu Baby

## *Librarian*

Syed Zakir Hussain

## *Officer (Front Desk)*

Prabhat Arora

## *Program Manager*

Priyanka Dale, Riti  
Srivastava

## *Program Officers*

Ankita Chaudhary, Anshu  
Singh, Debika Goswami,  
Dhirendra Kumar  
Choudhary, Gargee, Jeetesh  
Rai, Julie Thomas, Md.  
Kashif Imam, Namita  
Kumari, Nishu Kaul, Oindrila  
Talapatra, Pawan Kumar,  
Praneeta Devi Srivastava,  
Priyanka Singh, Saswati  
Baruah, Shivani Singh,

Suman Bhanoo, Susan Janet  
Vauquelin, Swati Sharma,  
Tripti Sharma, Vidushi  
Kaushik

## *Project Manager*

Santosh Kumar Kaushal

## *Project Monitoring Officer*

Satheesan T.

## *Sr. Manager (IT)*

Ranjan Kr. Sinha

## *Sr. Program Officer*

Anima Sharma, Nidhi Singh  
nee Batra, Pavneeta Singh,  
Amitabh Bhushan, Bhavita  
Vaishnava, Goverdhan  
Kummarikunta, Mahesh  
Sudhakar Dhandole,  
Prachee Sinha, Vinika Koul

## *Sr. Program Manager*

Alok Pandey, Prabhat  
Failbus

## *Web Developer*

Sujit Kumar Sourav

## *Consultant*

Sumona Dasgupta, Sumitra  
Srinivasan



# List of Projects

Project Name	Funder
20th Year of PRIs in India	PRIA
Action Research on Implementation of PESA in Chhattisgarh (Phases 1 and 2)	Arghyam, Bangalore
Addressing Violence Against Dalit Women in Haryana (Phases 1 and 2)	The Asia Foundation
BRICS Engagement Initiative on Civil Society	FIM, Montreal
Civil Society at Crossroads	PSO, The Netherlands
Convergence Child Labor Project	ILO
Deepening Local Democratic Governance through Social Accountability in Asia	United Nations Democracy Fund (UNDEF)
Democratising Urban Governance (Promoting Participation and Social Accountability) (DUGPPSA)	The Ford Foundation
DFGG Mid-Line and End-Line Evaluation	The Asia Foundation, Cambodia
HomeNet South Asia Study	HomeNet South Asia
IGNOU Study Centre	IGNOU-PRIA Collaboration
Oxfam India Leadership Programme	Oxfam India
Preparation of a Roadmap for PRIs in Chhattisgarh	GIZ India
Preparation of Step-by-Step Guidelines	ILO
Programme for Institutional Development (SLMIO)	SLMIO, Afghanistan
Right to Participation in Local Democracy	Polis, Brazil (Logo Link)
State Level Consultation Workshop on Capacity Building and Training of PR Functionaries in J&K State	Government of Jammu and Kashmir
Strengthening Asian Coalition on Democratic Local Governance	SDC
Strengthening Civil Society Voices on Urban Poverty in India	The Ford Foundation & The Rockefeller Foundation
Strengthening Institutional Capacities on Gender Mainstreaming in AIF Trust	The American India Foundation Trust
Strengthening Responses of Panchayats in Rajasthan on Gender Issues	UNFPA
The Role of Governance in the Resolution of Socioeconomic and Political Conflict in India and Europe	Peace Research Institute, Oslo (PRIO)
TLP on Learning Practices in Change (Action Research Plan)	PSO, The Netherlands
Training on Participatory Planning, Monitoring and Evaluation for AFE Centre, Andhra Pradesh	Action Fraterna, Andhra Pradesh
UNESCO Chair	UNESCO/PRIA
Urban PEVAC in Bihar	The Ford Foundation
UVic India Field School 2012	University of Victoria
UVic MACD Residency Programme	University of Victoria
Visit of Oxfam Bangladesh Delegates	Oxfam Bangladesh
Women and Multiple Vulnerabilities in Areas of Unrest (Jharkhand Research)	Ministry of Women and Child Development (National Mission for Empowerment of Women)