ANNUAL REPORT 2015-16

Building **knowledge**, raising **voice**, making **democracy** work for all

CONTENTS

Preface

The Asian Network of Participatory Research, which began in 1978, laid the foundation of PRIA as a centre for the promotion of people's knowledge, popular education and learning towards the empowerment of the oppressed. Knowledge — their own as well as of others — was a critical element of this process of learning and organising. Therefore, PRIA's founding *mantra* since its inception in 1982 was *'Knowledge is Power'*.

During the past few years, the overall thrust of PRIA's interventions has been to *'make democracy work for all'*. We are convinced that if democratic governance does not improve the lives of *all citizens*, support for democracy will disappear. Making democracy work is not just about casting votes periodically. It is also about institutions of governance becoming transparent and accountable to citizens.

The possibility of *participatory democracy* was enhanced globally in the 1990s when local governance institutions became a reality — panchayats and municipalities in India with constitutional amendments in 1992. Since then PRIA has contributed to strengthening institutions of local governance (panchayats and municipalities) by working on both the demand and supply sides of governance. It has worked towards mobilisation of aware citizens, especially the excluded, and enabling their engagement with both public and private providers of basic services directly so that their voices can be listened to, and responded.

This perspective of PRIA has since been applied to a variety of issues and institutions — safety of girls and women, access to safe drinking water, sanitation, and maternal health. PRIA has been enabling collectives of the excluded to raise their *voices* in manners that make police, schools and colleges, health centres and hospitals, and various other public agencies and elected representatives responsive and accountable.

We have come to realise that knowledge needs to be voiced in ways that makes democracy work for all citizens in India, and globally.

Hence, over the past year, we have adopted a revised *mantra* –

Knowledge. Voice. Democracy.

This Annual Report illustrates how the above perspective has been operationalized in various programs and projects of PRIA this past year. It has been presented and discussed during the 100th Governing Board meeting on August 12, 2016. As an indicator of effective and accountable governance of independent civil society institutions, we celebrate this occasion.

Finally, the resilience and commitment of all members of PRIA — staff, board, partners and supporters — has helped us to overcome the sudden loss of Dr. Martha Farrell last year. Her work is now being carried forward under the newly constituted Martha Farrell Foundation.

As a further indication of institutional resilience, the process of renewal of the Governing Board is also being taken forward now.

We thank you all for your support, and look forward to deepening our engagements together.

Sheela Patel, Chairperson   Rajesh Tandon, President

One organization

working in **226 sites**

with **22,420** people directly

sensitizing **204,755** people indirectly

facilitating **136 gram sabha meetings, 63 youth group meetings**, **14 mohalla and settlement**

conducting participatory research across **35 districts**

holding **34 multi-stakeholder dialogues** and **7 conferences**

creating space for **1689 citizens** to share, learn and work together
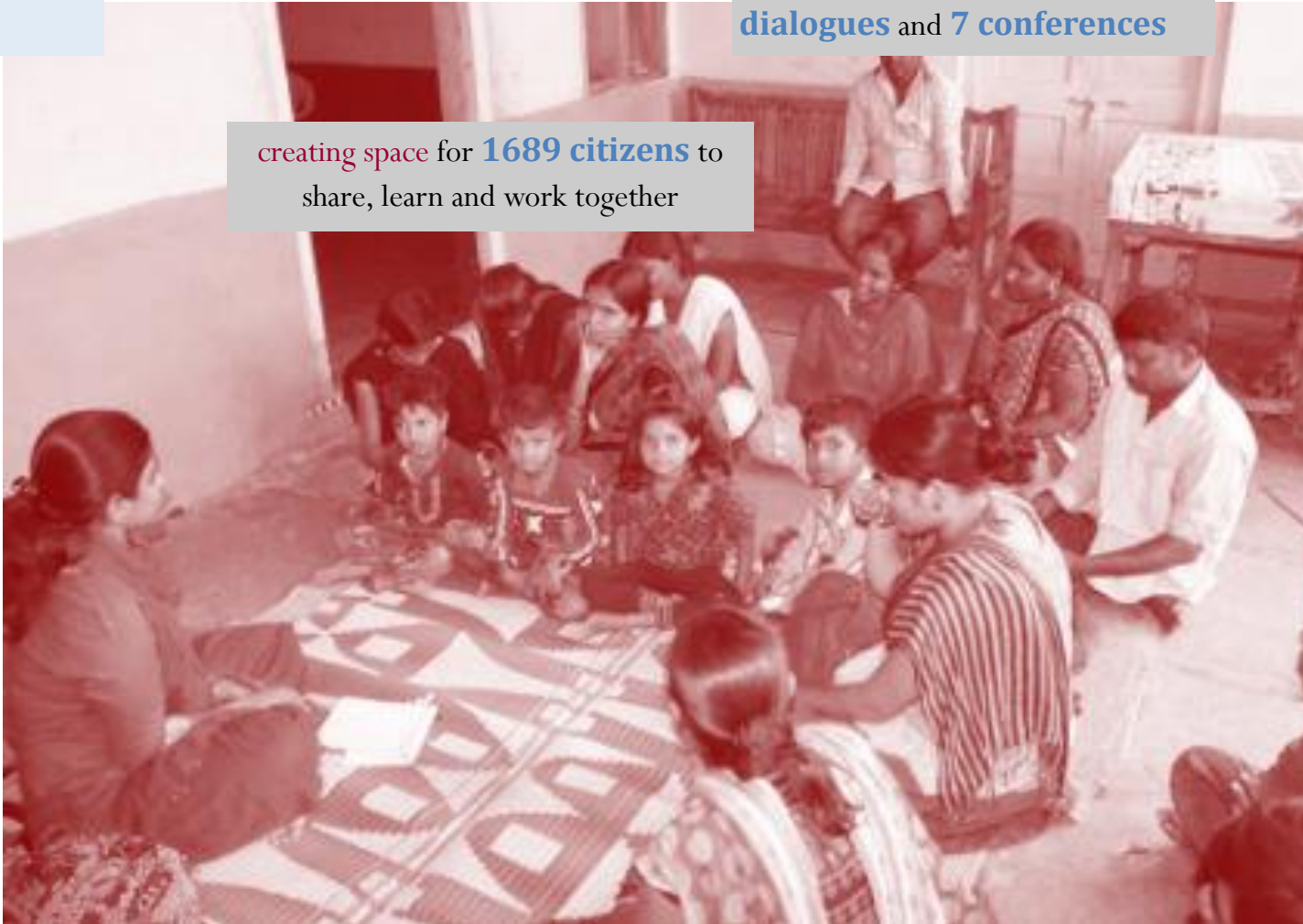
conducting **71 training programmes**

training **3200 learners**

linkages with **45 media professionals** and **110 academics**

running **7 campaigns** reaching **163,870 citizens**

sharing knowledge through **7 manuals, 1 book, 65 case studies** and **6 knowledge briefs**

in one year

Efficient and Accountable Delivery of Basic Services

One of the major deficits in India's development efforts is caused by systemic exclusion of marginalized 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 realization of benefits from such schemes and funds for a large section of the marginalized 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 marginalized 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 governance institutions by sensitizing officials and building their capacities to respond to the voice of the people. This set of interventions during the year promoted targeted delivery of efficient water and sanitation services to marginalized households in rural areas, delivery of child-centric services in gram panchayats and raising municipal accountability through citizen participation in urban areas.

Participatory planning delivers potable drinking water to tribal communities in Jharkhand

Should water like any common natural resource be first governed locally?

In April 2016, the Mumbai High Court asked the Board of Control of Cricket in India (BCCI) why millions of litres of water should be used for preparing pitches for IPL cricket matches in Maharashtra when lakhs of households were thirsty in Latur and several other districts of the state due to severe drought. Neither droughts nor the scarcity of water are new. What is new is our inability to harvest, store and manage efficient use of water. Public investment in water storage and use has been an integral part of

the national development programming for decades. Much of this has been designed and planned from Delhi and state capitals. Local realities, local practices and local knowledge of water harvesting and utilization have largely been ignored by such planning and implementation.

It is in this context that PRIA's recent interventions on water are situated. In many tribal regions of states like Chhattisgarh, Jharkhand and Odisha, traditional practices of water harvesting had evolved based on the hilly terrain of their habitations. Use of water was regulated through traditional community governance mechanisms based on the principle of water as a common resource. However, government programmes resulted in breakdown of traditional systems, without replacing them with new governance mechanisms. In Jharkhand, PRIA has been intervening in Sahibganj district to bring certain harmony between the traditional and the modern. One of the key interventions in this location has been to support the preparation of local decentralized water security plans with the leadership of local panchayats.

Extract from Water Today: Source of Life or Death?, blog post written by Rajesh Tandon, dated 7 April 2016 (available on Democracy For All, at http://pria.org/pria/?p=3083)

The preparation of Water Security Plans (WSPs) in Jharkhand was initiated in late 2013 (supported by Arghyam). The process needed sustained support and mobilization, beginning with communities learning to acknowledge and value their common local knowledge of water sources and water harvesting practices, and a participatory assessment of their current realities. As a result, 30,000 households understood the need for their participation in planning for water and sanitation services in their gram panchayats. PRIA and its field partners helped demystify the current government initiated water schemes. Community participation in the preparation of the WSPs was critical to ensure sustainability of the process. Participatory water security planning led by the community involved elected representatives and department officials. In the course of nearly two years, over 1000 community members were trained to prepare participatory WSPs and six gram panchayats prepared their WSPs.

During the year, learnings from these trainings were embedded through follow-up trainings for Village Water and Sanitation Committee members on WSP grounding mechanisms. A two-day training programme was organized on 28-29 February 2016 for 35 villagers. User groups in Ambadiha and Mohanpur gram panchayats were strengthened to operate and maintain existing drinking water sources along with the infrastructure that would be built when the WSPs are implemented. In all, 282 members of various user groups were trained.

It was suggested by the officials of the Department of Drinking Water and Sanitation, Government of Jharkhand that Detailed Project Reports (DPRs) related to the WSPs would be required if these plans, as envisaged by the community, were to be implemented. In the past year, PRIA has helped 17 communities visualize projects worth Rs 4.41 crore (Rs 44.1 million) based on their WSPs and to draft community-led DPRs. Under the Yojana Banao Abhiyan of the government, 295 activities linked to these DPRs from six gram panchayats (including Ambadiha and Mohanpur gram panchayats) have been incorporated into different schemes related to promotion, conservation and used of surface water. It is expected that through these activities the gram panchayats will be able to leverage approximately Rs 20-25 crore (Rs 200-250 million) to improve water security in their areas.

A community based DPR is built on the active participation of multiple stakeholders and their institutions (with the community as the primary stakeholder). This process represents a significant paradigm shift in planning and implementation at the local level as communities in Jharkhand have not only developed participatory WSPs but have also taken the lead to prepare DPRs.

A DPR has to be prepared carefully, with sufficient details. State government departments usually provide the essential components that must be included in a DPR in order to ensure its appraisal, approval and subsequent project implementation in a timely and efficient manner. The Ministry of Drinking Water and Sanitation, Government of Jharkhand, for example, has listed 16 components that must be included in a DPR for village/ multi-village rural piped water supply schemes.

Understanding the components and the specific formats for submission, and liaising with experts to prepare the technical details was a challenge for the communities that decided to prepare their own DPRs rather than wait for local government officials to hire an expert to prepare one based on their participatory plan. Communities surveyed their villages to identify where to locate their chosen infrastructure which would ensure water security for all households. Community members, especially elders, contributed significant knowledge and information on various aspects like rainfall during the last ten years, land use patterns, soil characteristics, and climate conditions. Village youth were encouraged to document current status of drinking water sources, ground water level, volume of water available in the catchment area for channelization into water sources, water quality, original storage capacity and required storage capacity.

Villagers visited, explored and finalised drinking water sources. Community members agreed to donate land to develop the required infrastructure. Proposals related to the identified places for the construction of water recharge structures were passed through resolutions in gram sabhas. These were presented during special gram sabhas as notified by various government departments.

PRIA helped identify independent technical experts who could support the community on technical matters. Panchayat members chose and appointed the independent expert. The expert, in collaboration with the community, prepared the DPR in the requisite government formats and hand-held the community in presenting the DPR to the officials in the concerned department, such as divisional superintendent engineer, executive engineer, chief engineer and deputy commissioner. Based on the feedback given by the officials, the communities have modified their DPRs and submitted the final DPRs for approval.

After submitting the DPRs to the district and regional level officials, copies were also submitted to state level officials to help speed up the process of implementation. A meeting was organized with the officials of the State Project Monitoring Unit on 2 December 2015. On hearing about the progress in DPR preparation and community engagement in the process, the Engineer-in-Chief instructed the Executive Engineer of Sahibganj to submit a report of the area so that a final decision could be taken on the DPRs.

Can PRIA's successful pilots in ten gram panchayats of Jharkhand be scaled-up in the entire state? What systems and practices need to change for such a scale-up to succeed? Sensitising officials, and systematic reorientation of existing policies and schemes can go a long way. PRIA has spent the past year advocating with key government functionaries at the district and state levels to promote participatory water security planning and community-led DPRs. Regular meetings have been organized with officials of the State Project

Management Unit, Department of Drinking Water and Sanitation, Department of Rural Development and Panchayati Raj, State Institute of Rural Development, etc. A district level workshop to share the learnings related to DPRs and to address barriers in the functioning of panchayati raj institutions was organized on 15 October 2015 at Sahibganj.

Steps were also adopted to facilitate a state level network of CBOs/NGOs that are working on issues related to water, especially on drinking water and water conservation, in Jharkhand. In February 2016, three regional consultations were organised at Hazaribagh, Jamshedpur and Deoghar. These consultations were able to bring around 123 practitioners (from 108 organisations) on a common platform.

A learning brief (in English) and a manual (in Hindi) on drafting community led DPRs is available on PRIA's website. These can be used by practitioners and community leaders to develop their capacities.

During the last one year training programmes have also been organized in Mohanpur and Ambadiha to develop capacities of various stakeholders on WASH. These programmes were designed to support the Swachch Bharat Mission (SBM) of the Government of India in rural areas. In all, capacities of 137 identified persons were developed as masons so that objectives related to promotion of individual household latrines (IHHL) under SBM could be achieved.

DPR Training in Jharkhand

Multi-stakeholder approach scales-up sanitation services and open defecation free panchayats in Chhattisgarh

Swachch, sundar aur akarshak (Clean, beautiful and attractive) is the 'vision' for Sunderkera Gram Panchayat articulated by the community. Sunderkera's vision is a culmination of the participatory planning processes PRIA promotes, where all stakeholders are involved, an action plan is generated and the community begins to take charge of its own development.

Nearly half the population of the panchayat is between 20 and 45 years of age. This youthful population is an asset. They are energetic, with fresh ideas and, capacitated by PRIA, are slowly coming together with their panchayat elected representatives, navratnas, (nominated by the gram panchayat under Swachch Bharat Mission), teachers, mitanins, aanganwadi workers and even tax inspectors to materialize the community's vision.

Poor management of cattle is one of the reasons for waste and dirt in the common areas and lanes. There are issues related to availability of water, construction of a drainage system, and ensuring sustainability. But the gram panchayat has five big ponds which can support sanitation related activities. This is now known to the community, because of the SWOT analysis they conducted of the villages. They have also prepared a sanitation plan.

Where are the resources going to come from, they wondered, to implement this plan? Perhaps we could levy parking fees from visitors and charge a small fee from the shops which are set up during the religious events that are held, suggested someone. Or, we could access funds under SBM, suggested another. The crowning glory was when the Panchayat Secretary proposed to forego his salary for a month to start

building the resources which would be needed to make the panchayat clean. What an inspirational form of citizen participation!

Sunderkera is participating in its own transformation by raising awareness, gaining new knowledge, collecting information, and sharing it with concerned government departments and the public at large.

> *Extract from Swachchh, Sundar Aur Akarshak Sunderkera, feature story on PRIA's website. Perry Watson, a student at the University of Victoria in Canada, who was an intern for six months at PRIA in 2015, contributed to the story. Read full story at http://pria.org/featuredstory-swachchh-sundar-aur-akarshak-sunderkera-clean-beautiful-and-attractive-sunderkera-44-10*

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. State level master trainers, swachchata doots (cleanliness emissaries) and grassroots level workers were trained on water and sanitation issues. Village sanitation plans of 81 gram panchayats were approved by respective gram sabhas. Using GPS, communities collected and uploaded data on accessibility and use of toilets in government amenities in these panchayats. Target communities also prepared ODF plans.

PRIA and Water Aid continued their joint efforts in 2015-16, focusing on sanitation behaviour change in 80 gram panchayats in Raipur and Sarguja districts. Through a mass awareness campaign and building an environment where citizens demand sanitation, about 4500 households have stopped the practice of open defecation as they have constructed an individual toilet and are also using the toilet. About 13 gram panchayats have reported achieving open defecation free (ODF) status and active local institutions and individuals are in place to sustain the process.

Demand was generated through observation of special days, school hygiene sessions, and door to door counselling. In total, more than 32,000 persons (across all age groups) agreed to adopt adequate hygiene practices. On Global Hand Washing Day (15th October), 'Raise a Hand for Hand Washing' campaign was held in two locations of Raipur and Sarguja district in which community members participated, sharing their views and taking an oath to promote the practice. Children can play a significant role in influencing families. To make children aware of hygiene practices, hygiene sessions were conducted in 84 schools for 11,965 children. A film, 'Shouchalay chune swasth bane' (Choose a toilet, remain healthy), was made in the local dialect of Chhattisgarh to create awareness.

In collaboration with zila panchayats of Raipur and Sarguja, a Maha Swachchta Jagrukta Yatra was conducted from 10 December to 16 December 2015. The Yatra was a grassroots campaign which raised awareness of Swachch Bharat Mission (SBM) and the roles communities and panchayats can play in keeping their environment clean. In one week, 98 campaign events were organized which reached out to 162,030 citizens across 82 gram panchayats in the two districts. Chhattisgarhi folk songs promoting WASH were created and played during the campaign.

In the rallies that were organized, thousands of men and women, girls and boys took a pledge to keep their gram panchayats clean. It was indeed heartening to hear villagers say: "Pehli bar ham log gram swachhta yojana ke bare me sun rahe hain. Hamare gaon mein Swachch Bharat Mission ke bare me aisi jankari aj tak kisi ne nahi di" (We are hearing about the village sanitation plan for the first time. No one has informed us about the Swachch Bharat

Mission like this). The Yatra is great testimony to PRIA's work to promote participation and enhance delivery of programmes.

An assessment process was carried out to find out the knowledge, information and skills related to SBM grassroots that government functionaries possess. This survey gathered data from panchayat representatives, mitanins ('friends of health'), aanganwadi workers and rozgaar sahayaks (employment helpers). It was found that almost 90 per cent of these stakeholders did not have any knowledge about SBM. Based on this assessment, 856 such grassroots functionaries, with an equal participation of men and women, were trained to understand the objectives of SBM and the roles and responsibilities assigned to them under the Mission. Post-training, a training module has been prepared (in Hindi) which the learners can use for future reference. A poster on child faeces was also developed as per the demand raised by aanganwadi workers during the training. Capacities of 800 natural leaders/volunteers on water and sanitation were also strengthened.

Forty villages prepared decentralized plans for water and sanitation, resulting in 6500 households having increased access to water and sanitation services as per their needs. All the plans were approved in gram sabhas. Implementation requires collaborative action by various line departments. It is essential that the District Planning Committee (DPC) leads the process of appropriate engagement by departments and to influence structural reforms in service delivery. To strengthen the role of DPCs, three experience sharing workshops were held in which about 20 DPC members and more than 120 panchayat representatives participated.

Advocacy with media and civil society through media meets at the state and district levels, and technical support to government sustained the multi-stakeholder engagement in bringing about sanitation behaviour change. Government officials and panchayat representatives of Kondagaon and Baloda Bazars were provided intensive training on community-led total sanitation (CLTS), triggering local capacity for behaviour change. On the request of the state government, a state level orientation workshop on solid and liquid waste management and preparation of DPRs was held for 108 panchayat functionaries, young professionals and junior engineers.

Learning from grassroots to enable efficient delivery of Swachch Bharat Mission: RALU-in-action

In India, hundreds of centrally or state sponsored development programmes are born and die periodically. Billions of rupees are spent through these development schemes, but they remain inefficient and ineffective. What do we learn from such schemes and programmes? A much-desired learning approach, where people's experiences and diverse local experiences are continuously analysed to improve implementation actions and/or the guidelines of development schemes, is sorely lacking. Until the proposition in Swachch Bharat Mission (SBM) guidelines to constitute Rapid Action Learning Units (RALUs) in all states and all districts.

RALU as an institutional mechanism aims to promote and sustain processes of learning that continuously identify successful and unsuccessful elements of SBM. The initiative aspires to identify, study and analyse 'what worked', 'what didn't' and 'what needs to be improved and how' at the grassroots and institutional levels. As per the guidelines, RALUs are also required to evaluate the impact of SBM interventions, identify good practices that can be used for scaling up, find and critically assess problematic areas and suggest innovative options for improved implementation. It is expected that SBM will, in-time, use these learnings to improve the implementation of the programme and make it more effective.

RALU is a big first step. It offers a great opportunity and shows acceptance of government to learn from the practical experiences of the community and its own local officials in implementing a large-scale programme such as SBM.

Extract from Has The Action Learning Approach To Development Come Into Its Own?, feature story on PRIA's website by Sakshi Saini. Read full story at http://www.pria.org/featuredstory-has-the-action-learning-approach-to-development-come-into-its-own-44-39

Taking into account the given mandate of RALU and possible challenges in operationalizing systematic bilateral learning (bottom-to-top and top-to-bottom), PRIA agreed to facilitate the establishment of RALUs in Andhra Pradesh and Chhattisgarh, with support from WaterAid India. PRIA aids the process of action-learning by linking grassroots learning and participatory research with SBM to catalyse in-time rapid actions. The main objectives of the RALUs are: (i) identifying, analysing and documenting good and bad practices in sanitation, (ii) generating systematic knowledge on critical issues through participatory research to provide answers to important questions, (iii) bringing the learning to SBM to suggest appropriate improvements in policies, practice and systems of SBM, and (iv) facilitating an effective and rapid flow of learning and action exchanges between demand and supply systems through citizen-centric feedback and communications.

PRIA intensively deliberated upon possible operational structures and functions of RALU, and roles and responsibilities of different agencies before proposing one in which RALUs are to be constituted by the government, and will be operated by PRIA with close guidance and support from the government. In Andhra Pradesh, a common understanding on such an operational structure was agreed and a Memorandum of Understanding between SBM-AP, Department of Panchayat and Rural Water Supply, WaterAid and PRIA was signed in December 2015. PRIA will manage and operate RALU-AP till 2019.

RALU is facilitating learning, for government bodies as well as for NGOs and the community. It doesn't promote a unilateral relationship of teaching. Rather, it focuses on providing an enabling environment of learning and support. Unlike a traditional student-teacher relationship, RALU-AP focuses on horizontal as well as vertical spread of knowledge. Creating common platforms as well as minimum common understanding on issues is one of the most important tasks being undertaken. Case studies are documented through regular, continuous visits to gram panchayats and interaction with local communities and officials. These visits also generate expectations from the community to take up and resolve the issues reported, as they are seen as an opportunity by communities to facilitate support from SBM. RALU has thus begun to emerge as an interface institution between government and community to bring about an understanding with each other.

In 6 months, RALU teams have been able to document 25 case studies from 13 districts of Chhattisgarh and 23 case studies from 3 districts of Andhra Pradesh. The case studies highlight convergence between local officials, panchayat members and community members who have helped make many gram panchayats open defecation free (ODF). Stories of 'swachchata champions' – sarpanches, young girls, children and mothers-in-law – who have individually taken the lead to bring about change in their homes and communities have also been documented. Many of these champions were invited to local consultations to share their stories with other stakeholders.

Gram panchayat sarpanches who are swachchata champions share their experiences
at the Regional Consultation

Through consultations in the capitals, and in regional towns, RALU has brought together multiple stakeholders to voice their inputs and suggestions to improve RALU and SBM (Gramin), both locally and beyond. Sarpanches, gram panchayat members, mandal level officials, CBOs and educationists raised many issues and ideas at the Stakeholders' Consultation on 4 March 2016 in Hyderabad and at the Regional Consultations held in Baikunthpur, Chhattisgarh on 18 February 2016 and Bapatla, Andhra Pradesh on 22 March 2016. In total, 355 participants attended these consultations. On 31 March 2016, a district level consultation was organized in Bemetra, Chhattisgarh, attended by 120 participants. The RALU team shared field level case studies which illustrate context-specific solutions. These generated a dialogue on the issues of sanitation and the constraints faced at the grassroots

level. On 27 January 2016, a media meet was organized in Raipur, Chhattisgarh. A proactive media can play an effective role in bringing about necessary behaviour change.

The advisory and partnership mechanisms between PRIA, the funder and government are learning-focused to facilitate new understanding and deepened commitment for change. The State Planning Commission of Chhattisgarh, realizing PRIA's expertise in facilitating training and participatory research and the importance of youth in policy making, has signed an agreement to support PRIA in achieving SBM objectives. Government of Andhra Pradesh has legitimized the functioning of RALU-AP by ensuring all possible support from its officials at different levels. It also constituted an Advisory Committee comprising heads of related departments in the state government (such as education, health, etc), SBM-AP, WaterAid and PRIA as members. The Advisory Committee is chaired by Principal Secretary, Department of Panchayati Raj and Rural Water Supply. It is expected that the committee will periodically meet to review the functioning and findings of RALU and take appropriate actions on issues emerging from the field to improve implementation of SBM in the state. Thus, the Advisory Committee is expected to play a very important role not only in making demand-supply relations efficient but also in institutionalizing the operation of RALU in the government system over a period of time.

PRIA also learns in such partnerships. RALU-AP is learning to function in an efficient manner to overcome the challenges in documenting community processes that have helped achieve ODF status through SBM activities. PRIA has multiple experience in managing a multi-stakeholder programme, yet is open to deepening its learnings in negotiation and building trust with government officials, many of whom fear critical evaluation. This makes them sceptical in sharing information. Taking them into confidence by clarifying the role of RALU has helped in building trust. SBM officials who see the benefits in supporting RALU are advocating it as a learning unit.

RALU-AP has generated goodwill in a short time. Yet, expectations have already increasing and PRIA is mindful of this. Bringing forth issues, and facilitating acceptance and support from multiple stakeholders to act upon these issues requires intensive human resource investments, which are worth investing in.
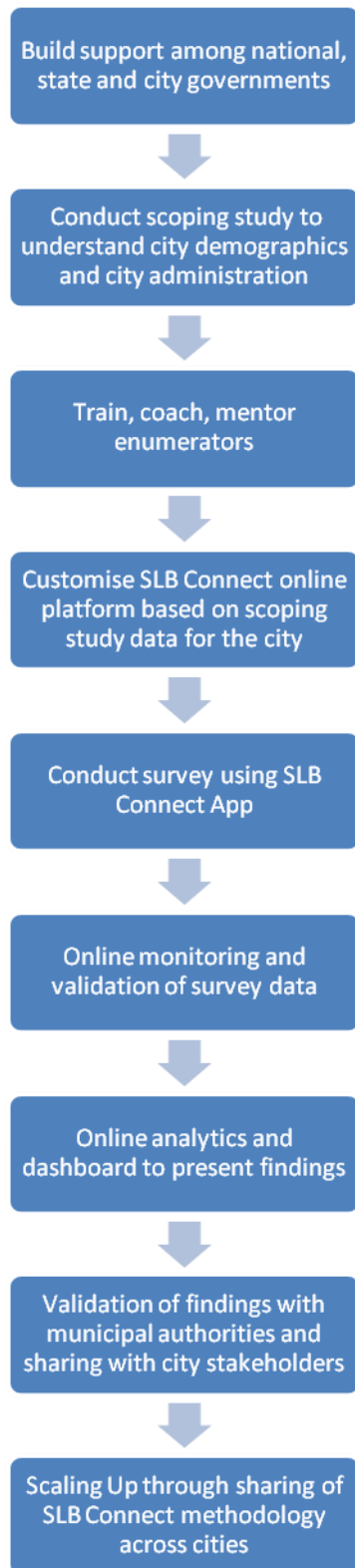

District consultation at Bemetra, Chhattisgarh

Regional consultation at Baikunthpur Chhattisgarh

Build support among national, state and city governments

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Conduct scoping study to understand city demographics and city administration

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Train, coach, mentor enumerators

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Customise SLB Connect online platform based on scoping study data for the city

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Conduct survey using SLB Connect App

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Online monitoring and validation of survey data

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Online analytics and dashboard to present findings

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Validation of findings with municipal authorities and sharing with city stakeholders

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Scaling Up through sharing of SLB Connect methodology across cities

Creating Smart Cities by Putting Citizens At the Centre

What is a citizen's experience of water, sanitation and garbage management services in the neighbourhood where they live? Wouldn't it be more helpful if the service provided was based on a citizen's user experience?

In partnership with Water and Sanitation Program (WSP) of The World Bank, PRIA conducted a participatory survey using mobile to web systems to collect and analyse citizens' feedback on the current state of delivery of water and sanitation services to various categories of households in five cities (Varanasi, Rae Bareli, Jhunjhunu, Ajmer and Jabalpur). When completed the survey covered over 28,000 households (of which 20 per cent were poor households).

The citizens' perspective on their service experience helped provide **measurable data** to city authorities and r**eliable data** for the service provider. This will help enable city authorities to track service delivery in formal and informal settlements, including slums, public facilities and community toilets. When the **service experience** is **connected to the real data**, it becomes a **valuable input for planning** for the city. When the data is shared with the citizen, it becomes a **tool for monitoring service delivery** in their neighbourhoods and encourages the citizen to **demand better services**.

PRIA brought to SLB Connect its conviction in social accountability and drew from its years of experience as an enabler of participatory democracy. It trained and engaged with grassroots organizations and local (youth) citizens to conduct and manage the survey. In total, 100 community youth were trained. Every surveyor, after going through intensive training, including field exposure on the last day, was made to undergo an evaluation test. The supervisors and enumerators were evaluated and selected based on test scores, and other metrics like comfort with using smart phones and communication/soft skills illustrated during field-work.

A scoping study was conducted in each city, including the history of the city, local conditions in terms of history of engagement with various stakeholders, capacities of local CSOs and citizens, and capacities and readiness of municipalities and utilities to engage and partner with social accountability initiatives. The scoping study included a city wide stakeholder analysis, urban water supply and sanitation services in every city, available existing options for the existing survey questionnaire and discussions with multiple stakeholders.

City level meetings were held for validation of initial findings. A data integrity check was the main purpose of the validation meeting. Comparing the experiences of the municipalities with that of the survey findings gave strong support to the survey. Multiple stakeholders, especially municipal functionaries, elected representatives and citizens, in the data validation process helped in generating awareness and trust among the stakeholders.

The final results were shared with the municipalities, utilities and concerned departments, citizen groups, thought leaders and opinion makers, including from academia and the media, NGOs operating in the area, and other government officials and policy makers in city level sharings. Intensive discussions with concerned departments officials and water and sanitation officers and engineers were initiated in these meetings.

An innovation in communicating the survey findings are the city-specific flyers which carry details of the important findings related to citizen satisfaction with water and sanitation services in that city. The flyers also highlight the steps or new initiatives taken by respective municipalities with regard to water and sanitation.

In collaboration with Water and Sanitation Program (WSP) of the World Bank and National Institute of Urban Affairs (NIUA) a National Multi-stakeholder Dialogue, "Smart Urban Services: Putting Citizens at the Centre", was organized on 19 November 2015 in New Delhi. The day long dialogue showcased interesting on-the-ground experiences from India and Pakistan of delivery of water and sanitation services which centre-staged citizens' feedback, voice and information. These experiences emphasized the success stories, emerging opportunities and mechanisms for mainstreaming and institutionalizing citizen participation in policies, programmes and institutions related to delivery of urban services.

Since January 2016, PRIA has begun a four-year long intervention to strengthen civil society of the urban poor to participate in planning and monitoring of sanitation services. Urban poor citizens in 3 cities in India (Ajmer in Rajasthan, Jhansi in Uttar Pradesh, and Muzaffarpur in Bihar) will be enabled to become active citizens, and use the new skills learnt to participate in the planning (at city level) and monitoring (at the ward level) of sanitation services. The principles of adult learning/experiential learning and participatory methodology will underpin PRIA's capacity building interventions. Simultaneously, municipalities and other urban residents will be sensitised to listen, connect and respond. Engaged citizens, a stronger atmosphere for citizen engagement and removing the barriers in communication between city governance and its citizens – this is what helps to make cities smart.

Poor and non-poor cohabit Indian cities

Formal and informal coexist in Indian cities

Participatory research identifies local government responses for child-centric service delivery in Chhattisgarh and Andhra Pradesh

On 24 April 2016, Prime Minister Modi addressed a rally of panchayat representatives in Jamshedpur to commemorate Panchayat Diwas. On this occasion, several national recognition awards were given out to those panchayats and states which had performed well.

For the effective implementation of PESA (Panchayat Extension to Scheduled Areas) Act 1996, the awards went to Gujarat and Madhya Pradesh. Why did the tribal dominated states of Jharkhand, Chhattisgarh and Odisha not make it? Why should an Act meant for the protection of rights of tribal populations be ineffective in these states, giving reasons for Maoist movements by tribal youth?

For the effective devolution of power and resources to gram panchayats, the awards went to Kerala and Karnataka. Twenty-three years after the 73rd constitutional amendment, which mandated a democratically elected panchayat system in the country, why have only the same two states continued to do well in effective devolution?

PM Modi made an impassioned appeal to panchayat leaders to focus their attention on the social development of villages and not just physical infrastructure. His appeal to elected women representatives to take a lead in improving health, water, sanitation and children's nutrition in their panchayats was the first such call in many years.

> *Extract from Gram Uday Se Bharat Uday: Will We Finally See the Rise of Panchayats? Feature story written by Rajesh Tandon (available at http://pria.org/featuredstory-gram-uday-se-bharat-uday-will-we-finally-see-the-rise-of-panchayats-44-35)*

UNICEF, Chhattisgarh extended its support to PRIA to undertake a participatory research in Nagri block of Dhamtari district in Chhattisgarh, to articulate how health and nutrition of children can be institutionalized into decentralized development planning. The results of the research will be used to target capacity building of local self governments for child-centric delivery of services, thereby protecting and promoting the rights of children.

There are four development blocks, and 333 gram panchayats with 651 habited villages in Dhamtari district. Nagri block has the lowest child development indicators within the district. Children in the age group of 0-6 comprises 13 per cent of the block's population. With a Scheduled Tribe population of 61 per cent, it is also a tribal block, and is hence administered by PESA (Panchayat Extension to Scheduled Areas) Act 1996. Understanding the constraints and challenges for decentralized child-centric planning in such a block would go a long way in creating effective capacity building solutions.

The situational analysis helped understand the current state of health, nutrition, education and sanitation among children, role of local government in planning, implementation and monitoring , including levels of community participation. The participatory analysis was done by reviewing the existing role of institutions of local self-governance in participatory planning, implementation and monitoring with special emphasis on health, nutrition, education and sanitation of children. The desk review was validated and complemented by primary data generated through meetings and focused group discussions with stakeholders at block, gram panchayat and nagar panchayat levels. In order to assess critical factors supporting and inhibiting nutritional, health, sanitation and educational status of children, discussions in the form of FGDs were organized with various sets of stakeholders (community, elected representatives of panchayats and nagar panchayats, field level workers, etc). Check lists were prepared in order to capture governance, operational and delivery issues for effective implementation of various programmes. Capacities of gram panchayats with regard to planning and implementing child development measures and community participation was also analysed during the discussions.

IEC material, in the form of posters, hoardings, wall writings, jingles, was prepared in order to create awareness and mobilize people's participation to attend gram sabhas and to raise children related issues in gram sabha meetings. Bulk SMS campaign and social media were also used to create awareness on the issues.

The study has revealed that over the past four or five years there has been enormous change in the villages of Chhattisgarh because of aanganwadis. Institutional deliveries have gone up. There is increased awareness about the need for child nutrition and child care among parents.

The role of the gram panchayat has enlarged. Elections to local bodies in Chhattisgarh were held in late 2015, so the new leadership in panchayats and municipalities of the state has sufficient time to catalyse a child-centric development approach. District Planning Committees comprising these newly elected representatives and district executives can be energized as a strategic partner to support the implementation of this approach.

The most heartening change articulated by the community is that they are seeing change as a result of more and more women taking public responsibility and leadership roles. As women, these leaders understand the need for nutrition and holistic development of children. And, as they gain more experience, their effectiveness in making institutions accountable and effective increases manifold.

A child is not just part of a family but the collective responsibility of the entire panchayat and the rights of the child are the responsibility of every panchayat member. How can panchayats fufill this responsibility? PRIA's manual on

'Strengthening the Roles of Panchayats in Protecting Rights of Children', with support from UNICEF, Andhra Pradesh, provides a practical, knowledge based document to cater to this need. It is a compilation of theoretical knowledge and practitioner knowledge on the issue of child rights.

The manual incorporates case studies on the various initiatives undertaken by panchayats across the country in securing child rights. These case studies are collected from the states of Rajasthan, Haryana, Chhattisgarh, Andhra Pradesh, Telangana and Bihar through extensive field work and desk research. Such an exercise to comprehensively record and compile live examples and initiatives dealing with the issue of child rights by panchayats has not been done before.

The manual was finalized based on a series of eight consultations convened in various parts of the country with nearly 300 stakeholders involved in the field of children and child rights. Feedback and experiences shared in these consultations helped make the manual more context specific. The manual has been well received amongst stakeholders working on the issue of child rights.

Safety for Girls and Women in Public Spaces and Institutions

Despite policies, legislation and institutions aimed at promoting gender equality, gender relations between women and men in family, community, public agencies and market institutions remain unequal in India. Young girls (15-25 years) from low income families in these countries have aspirations, and are seeking opportunities to enhance their skills and employment. But social norms and practices based on entrenched patriarchy inhibit their social, economic and political participation, and restrict their mobility due to insecurity, sexual harassment and violence at home and in public. Being young and girls, they lack confidence, voice and choice, unable to articulate their aspirations and shape their identities.

PRIA takes an integrated approach to strengthening voice, self-reliance and participation of young girls and women. Interventions addressing violence against women and girls, and to prevent early childhood marriage focus on aspiring young girls to strengthen their agency to lead change. Simultaneously, boys and men are equipped to support them in realizing their aspirations in an enabling socio-cultural environment and institutions (public and market) are sensitized to be responsive to and inclusive of them.

Youth actions inform, analyse and demonstrate pathways to create safe public spaces in Jaipur

I learned about Kadam Badao Campaign (KBC) as a PRIA intern. It was my first introduction to the issue [of violence against women and girls] on a more personal level. Given the breadth and complexity of the

issue, there are many ways to respond to, prioritize, and prevent violence against women and girls, but my experience with KBC showed me how individuals, youth, and communities at the local scale, institutional actors at the local and state level, and civil society organizations such as PRIA can engage with the issue to influence practical changes.

KBC works to engage youth, who hold the agency and power to reshape gender relations between men and women, girls and boys in the effort to end violence against women and girls. Based on my experience with the KBC program, I think that it holds significant potential – there is no doubt that the engagement and activism of youth today can have an enormous impact on the conditions for women and girls tomorrow. If young boys understand and practice respect, consent, and supportive attitudes towards girls and women, and girls in turn understand their rights to such treatment, an early partnership may bloom to carry equity and safety for women and girls into the future. I look forward to following KBC's continued work in engaging young people and listening to community voices, but also in their work to improve institutional accountability and employ collaborative partnerships.

> *Extract from blog post written by Roxanne Power, from the University of Victoria, who was an intern at PRIA between July 2015 and December 2015. Read the full post at http://pria.org/kadam-badao/my-experience-with-kadam-badao-campaign-jaipur/*

500 youth and community members came together in over 30 meetings, 45 FGDs, 30 Participatory Safety Audits, 5 sports camps, 16 film screenings, 6 signature campaigns, 4 candlelight vigils for ONE CAMPAIGN to take steps to reduce violence against women and girls in Jaipur.

The Kadam Badao Campaign (KBC) ran in Jaipur, Rajasthan from October 2014 to January 2016. A collaborative effort between The Asia Foundation (TAF) and PRIA, this campaign has pursued a unique blend of international, national and grassroots experiences. The project tested the premise that youth can be a powerful influence in changing the mindsets and attitudes of individuals and a society that is mired in patriarchal traditions and lineage. Furthermore, actions of young people within communities encourage representatives of local governance structures to facilitate processes of change within their constituencies to address issues raised by the youth.

The program conducted in five wards (Wards 51, 62, 80, 81 and 23) in Jaipur city over 14 months was based on the experiences and learnings from KBC conducted by PRIA in Sonepat and Bareilly. PRIA's work of over 12 years in Jaipur on issues of governance and urban poverty was instrumental in harnessing past relationships to initiate collaborations between institutions of governance, elected representatives, academia, media and communities. The chosen wards ensure a balance based on gender disaggregation of population, as well as in the composition of councillors, their political leanings and willingness to engage with the campaign.

Formation of youth groups and building their capacities, along with trainings of ward 'animators' and facilitators to initiate dialogues and meetings laid the foundation for the baseline and for the safety audit mapping by the youth. Participatory Safety Audit (PSA) is a powerful tool for mobilizing communities, and crucial for conducting a participatory assessment of urban spaces for girls and women. A total of 30 PSAs in the wards were conducted. Separate groups were created for boys and girls in order to capture their unique experiences as the realities of men and boys are different from that of women and girls.

Conducting the safety audit

The safety audit maps were finalized with the community, and involved transect walks with some young participants in the areas before and after the mapping. The mapping exercise and its results formed the crux of the research base on which the campaign activities were formulated. FGDs were held in all wards and educational institutions, with community members divided into groups of girls, women, boys and men. Youth participants were also administered a set of survey questions and statements to collect information on perceptions of patriarchy, male privilege and power in their social contexts. Learning critically about one's own prejudices, attitudes and worldviews is an important stepping stone of transformation.

The PSAs brought out many interesting facets of urban [slum] community life in Jaipur city. Inequality amongst the sexes is highly prevalent, in terms of education, mobility, food and nutrition. In the course of several discussions, it was found that all stakeholders were able to identify violence across a vast spectrum, ranging from mental pressure and torture, gender-based discrimination to dowry and female foeticide. Further discussion led to a common recognition among community members for a 'shared responsibility' toward social change, bringing up collective solutions ranging from establishing street-lighting in trouble areas, installation of security cameras, stronger penalties/fines for loitering, and improving police accountability.

The campaign activities included film screenings, theatre workshops, sports camps and candlelight vigils. All the campaign related activities aimed at encouraging a healthy and safe environment within which parents and community elders were comfortable in allowing young people to occupy common spaces, and to enable easy and comfortable interactions between boys and girls in daily life.

Apart from the primary stakeholders of youth, whose personal change is central, KBC recognizes and works with multiple stakeholders such as local elected leaders, citizen leaders, community workers (ASHA aanganwadi workers), civil society organizations, academic institutions (four schools and two local colleges supported the

campaign), government departments and agencies. The purpose of reaching out to various stakeholders is to initiate the process of institutional accountability and response to the issue.

In order to create supportive networks for the youth, multi-stakeholder meetings were held at the ward level, inviting community members from the slums along with the ward councillor, educators and representative from the local police station, especially the in-charge of the Mahila Help Desk. At these meetings, the process of the safety audit and formation of youth groups was explained by the young people themselves, and the PSA maps and results of the FGDs were shared. These discussions resulted in formation of ward level committees in all five wards with the consent of the community, and everyone was given an equal opportunity to join. The committee consists of a maximum of 20 people. The role of the committee is to be vigilant about incidences of violence against women and girls in their community and respond to the same in collaboration with local area authorities and ward councillors.

With a view to creating greater outreach, KBC was promoted widely across various social media (Facebook, Twitter, WhatsApp). In addition, 50,000 SMS texts were also sent on a bi-monthly basis to engage the Jaipur populace, with slogans on 'Mahila Hinsa' (violence against women) questioning the status quo. KBC also got media coverage online and in print.

KBC Jaipur has fostered collaborations – between institutions of higher education and the community – and significant partnerships – between girls and boys, young women and men, and community elders. These collaborations and partnerships have created opportunities for multiple stakeholders to come together to address the issue of violence against girls and women in urban spaces, thus bridging the gaps created by age, gender, class and caste. With consistent interactions and the provision of a 'safe space' within which youth can express themselves, the young people associated with KBC have indeed become more confident and articulate, and have even undertaken leadership roles in their own areas in terms of organizing meetings and events, cleanliness drives, seeking community solutions to problems and in making others aware of gender inequality and violence against women and girls.

Film screenings and theatre workshops to raise awareness

Adolescent girls engage elders and government to prevent early marriages in Haryana

"Marriage to me is a handsome husband, just like in films, who would take me around and show me the world, buy me new cloths and love and respect me." – 14 year old Priya (*name changed*) from Sonipat, Haryana

With this image, many adolescent girls enter wedlock, only to be put in grave danger physically, mentally and psychologically. PRIA in collaboration with YWCA India conducted a participatory research on child marriages in Sonipat and Panipat, Haryana focusing on the community's response to the question of child marriage, and knowledge and practice of reproductive health and practices among young girls of marriageable age and young married women.

This study gives a glimpse into the lives of many girls who were married as young as one month to 16 years. For most it was a journey from excitement, when they were offered new jewellery and sarees for the wedding, to fear, when they learnt that they had to share a room with an unknown man in an unknown house, to horror, when they were raped repeatedly every night and their cries unheard and ignored by many. The study also gives an insight into how early marriages put their lives at risk – through multiple miscarriages due to underdeveloped bodies becoming mothers of two or three children by the age of 20 years, of being victims of domestic violence, by being unaware of family planning, responsibility and participation in marriage.

The results of the study have been used to help support youth leadership in addressing child marriage in four villages in Sonipat and Panipat districts in Haryana. Even if it is difficult to speak out individually, silence is broken in collective analysis. The girls become friends and partners, and support each others' desire to personally change and improve. By encouraging them to speak up with elders, in panchayat meetings, with the police and municipal officials, they begin to demand social and institutional accountability to ensure safety of women and girls – in the home, on the street and in all public institutions.

"Why am I not allowed to play? So what if I am married and a mother? I am also a child… I am only 15…" – Nafisa (*name changed*), mother of a six-month-old boy

Through partnership and personal change, PRIA is helping girls like Nafisa become #MoreThanJustBrides.

The Martha Farrell Foundation (MFF) has been set up to carry forward Dr Martha Farrell's spirit and legacy by advancing her pioneering work on gender mainstreaming and adult education, with the overall goal of achieving gender equality in India and around the world. The Foundation has been incorporated as an independent legal entity under Section 8 of the Companies Act 2013. It has applied for regulatory approvals for receiving donations and grants towards its activities.

Martha was highly pragmatic in her approach, and believed that for gender equality to be achieved, it must be observed and practiced by everyone in their daily life, starting among family, friends and at the workplace. It was her conviction that the attitude and behaviour of men and boys must change if gender equality is to be secured over the long-term. She believed that learning is empowering, and that creating spaces for this learning to occur is an important mechanism for gender mainstreaming. In the same spirit, the Foundation supports targeted and practical interventions in areas relevant to Martha's work – gender mainstreaming, gender equality, preventing sexual harassment and violence against women, and continuing education.

PRIA's Governing Board decided to support the Martha Farrell Foundation in the following manner:

- Host the Foundation's office in PRIA and provide logistical support for the next few years

- Act as host for the donations and contributions made to the Foundation till its regulatory approvals are secured

- Disburse funds towards activities of the Foundation as per the recommendations of the Foundation's Board

- Make a donation towards its Corpus Endowment

Priority Programme Areas

Youth-led campaigns to address the growing incidences of violence against women, both within and outside the workplace

In collaboration with PRIA, the Foundation has spread Kadam Badhate Chalo (KBC) to 15 locations across the country. In all locations youth have been formed into youth groups and sensitization meetings have been held to make them aware of the issue of violence against women and girls. Nearly 1500 natural leaders among the youth have been recognized and are being capacitated and oriented on gender issues.

Insecurity resulting from persistent eve teasing and sexual harassment that girls face from boys and men in their communities restrict their lives. But wouldn't it be great if girls got some opportunities to play in a secure environment? An important aspect of Kadam Badhate Chalo is to build a safe social environment where girls and boys feel secure interacting with each other in their daily lives. The Martha Farrell Foundation collaborated with PRIA and Pro Sport Development to give opportunities to youth in Jaipur, Banda, Chitrakoot, Sonipat and Najafgarh to play hockey, cricket, ball tag, dodgeball, team relay, and dragon's tail and in the process learn how to become comfortable in their interactions, work as teams, and communicate with each other.

Mainstreaming gender in everyday life

#OneBillionRising day was marked in several locations including Sonipat, Patna, Muzaffarpur, Najafgarh and Jhansi. The program events were conceived and led by the youth involved in KBC. Interactive workshops were conducted and the youth took out marches and vigils to mark the occasion.

The Foundation organized International Women's Day celebrations in PRIA head office and in its field offices in Jaipur, Hyderabad, Raipur and Muzaffarpur on 8 and 9 March 2016. The events saw a commendable number of participants from various communities taking the #PledgeforParity. Discussions centred on lived experiences of young women and girls who have faced violence in their personal lives and in public spaces and how women are more than just mothers, wives, daughters and sisters. Song and dance performances, open forums and street plays focused on women and the discrimination faced by them and their struggles due to diverse forms of gender based violence.

Engendering leadership in institutions

PRIA and Martha Farrell Foundation organized a conversation on 10 and 11 March 2016 about 'engendering' organizations in India to achieve balanced leadership for sustained growth. While a large number of public policies and interventions focus on women's empowerment by improving their access to education and employment, very little attention has been paid to the systemic nature of exclusion they face inside an organization. Systems and practices in organizations tend to make the assumption that women are primarily responsible for reproductive and care-giving roles in family; yet only a few organizations offer women workers some flexibility to fulfil this role. Participants from the corporate sector, non-governmental organizations, the police, the Indian Navy, educational institutions and the media shared their experiences on promoting leadership of women in their organizations, and

debated how a conducive work environment that values women's productive, economic and professional contributions can be created.

Awareness and training programs for employees and facilitators to learn and practice prevention of sexual harassment at workplaces

The gender team at PRIA supports the Foundation in organizing and leading Open Forums on prevention of sexual harassment at workplaces. Participants from the development sector, government departments and private sector attend these forums to understand what constitutes sexual harassment at the workplace and to share their experiences. Open Forums have been held in schools in Kalimpong, Gangtok, Siliguri and Delhi, in field locations of the Indian Army in Sikkim, with garment workers and trade union members in Bangalore and with civil society organizations in Raipur and Bhopal. These forums are also open to the public.

Those interested in becoming Third Party Facilitators on Internal Complaints Committees and Local Complaints Committees attended the participatory training workshops held in Lucknow. Presiding officers of the newly constituted Internal Complaints Committees from government departments of the Government of Sikkim were oriented on the provisions of the Act and their roles and responsibilities.

Scholarships to support field research in the area of sexual harassment at the workplace

The Foundation currently offers three scholarships – the MFF-NAPSWI Scholarship for students of social work in India, the Dr. Martha Farrell International Scholarship for Global Leaders in collaboration with Royal Roads University, Canada, and the Martha Farrell Memorial Fellowship in collaboration with the Association of Commonwealth Universities (ACU).

Navprabhat Negi and Akhila Betsy George are the first winners of the MFF-NAPSWI scholarship. Akhila and Navprabhat spent nearly a week in December 2015 in PRIA's office in Delhi learning about participatory research. Dr Sumona Dasgupta, PRIA Fellow, and Dr Rajesh Tandon helped the young achievers focus their research questions and work out their research methodology. They were also oriented on the Sexual Harassment at Workplace Act 2013 by Nandita Bhatt, who leads the gender team at PRIA, and took the online training capsule offered by PRIA International Academy.

To know more about the Foundation's work, visit www.marthafarrellfoundation.org

Akhila and Navprabhat receiving the scholarship award at the Indian Social Work Congress in Ladnun, Rajasthan

Investing in Human and Institutional Capacity to Learn and Change

Learning – by both individuals and institutions, from experience and through practice – leads to change. PRIA's pioneering concept of participatory research in bringing about social change among the marginalized in India, adopts a close link between knowledge, learning and mobilization. Over three decades PRIA has built human and institutional capacities of NGOs and community based organizations, citizen leaders, elected representatives and government officials in India and internationally. Strengthening individual and institutional capacities is a continuous and ongoing process, which builds on the needs and knowledge of the individuals and organizations involved. PRIA follows participatory training methodology in all its capacity building programmes. The approach focuses on motivational learning through experience and practice, combined with clarity on generic concepts. This problem-solving approach helps learners translate the concepts into the reality of their lives, and find practical solutions for the problems they face.

Community-based participatory research as methodology for social development

Building a shared vision of peace in Kashmir

Through building understanding on concepts of dialogue, gender, peace and conflict, in addition to principles and methods of participatory research, partners of Conciliation Resources (CR) working in the state of Jammu and Kashmir learnt how to work with communities in conflict areas to prevent violence and build peace. This five day training (from 23 to 27 November 2015) on participatory research, conflict and dialogue was part of a course offering by PRIA International Academy in blended mode. A total of 14 participants, three women and 11 men, attended the workshop. To embed learnings, participants worked in groups to create future plans for their work in the field, and build a shared vision for peace in Kashmir. After five days of rigorous learning, the participants felt encouraged and capacitated to relate the use of participatory research methods and tools to their work.

Institutionalizing Indian civil society participation in India's development cooperation

In recent years, the volume and diversity of Indian development cooperation, under the broad rubric of South-South Development Cooperation (SSDC), has grown dramatically. The new government has indicated this cooperation through a variety of instruments and has so far largely relied and engaged government and business institutions to implement its development cooperation with other developing countries. Current official policy and practice does not adequately and explicitly recognize the existing contribution and the potential of Indian CSOs in extending the government's development cooperation efforts. Most people do not realize that Indian civil society organisations (CSOs) for decades have been implementing a wider range of projects and programmes in other developing countries.

With support from Heinrich Boll Foundation, PRIA engaged in participatory research to generate evidencs through documentation and analysis of selected case studies that Indian CSOs with decades of experience can add significant value to India's development cooperation. The case studies have been compiled in a document, available for free download from PRIA's website. Following the tradition of participatory research methodology the participating organizations and project actors were extensively involved in reflection, documentation and analysis of the case studies. The research has contributed to enhanced knowledge on CSO led development cooperation. A dedicated website and blog on South South Cooperation helped build a community of practitioners through regular online engagement. The lessons and findings were shared with stakeholders electronically and through consultations and informal meetings.

There is a need for an informed and constructive policy dialogue between government, CSOs, academia, media and other actors to institutionalise CSO engagement in India's development cooperation. It is in this context that PRIA and FIDC (Forum for Indian Development Cooperation) organised two dialogues (in Bangalore on 4 September 2015 and in New Delhi on 20 November 2015) on 'Policy Implications of Indian Civil Society Participation in India's Development Cooperation'. In the day long dialogues, the case studies were shared, lessons were drawn from these case studies for policy implications for SSDC, and modalities for engaging Indian CSOs in development cooperation were articulated by the multiple stakeholders. Regular meetings with Development Partnership Administration (DPA), Ministry of External Affairs (MoEF), Government of India (GoI) has given significant impetus to CSO engagement in India's development cooperation.

Students and academe engage in SBM in Chhattisgarh

What roles can higher educational institutions, in particular students, play to attain Swachch Bharat? Involving academic institutions in SBM will help draw learnings from implementation experiences and their expertise will be useful in conducting systematic research. A one-day state level consultation on 'Possible Roles of Academia Towards Swachch Bharat' was held on 28 January 2016 at the Academy of Administration, Raipur, Chhattisgarh to promote the proactive involvement of academic institutions in expediting the implementation of SBM in Chhattisgarh. PRIA is going to play a facilitating role in the interface between SBM State Mission and academic institutions. Educational institutions can use PRIA's expertise to undertake participatory research of SBM systems and processes and help identify the critical factors behind successes and failures.

Participatory planning methodology for inclusive and sustainable development

Planning officials learn bottom-up, citizen-centric planning

When implemented in its true spirit, participatory planning comes as close to a form of direct democracy as possible. The District Planning Committee (DPC), a legally mandated local governance institutions, 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. The DPC is a vital link in securing the voice of the people in planning, and capacitated DPCs which can perform their mandates effectively is necessary in ensuring citizen-centric planning.

Yet, how effective are DPCs currently? How successful are they in advancing the concerns and priorities of the people at the grassroots to state governments? Can DPC members perform their functions as per their mandated roles and responsibilities? PRIA's participatory study on the capacities of DPCs to fufill their mandates reveals a frustrating picture. The study brought forth other constrains in the effective functioning of DPCs. Rural-urban linkages in planning are hampered as rural and urban local bodies do not work together on a common platform during the planning process to identify common projects/ resource requirements.

PRIA partnered with Department of Panchayati Raj and Rural Development, Government of Andhra Pradesh to help build capacities of planning officials in the state to enable them to promote community participation in the planning process at the grassroots level to achieve the government's 'Vision 2029'. In keeping with PRIA's perspective of multi-stakeholders engaging together in the planning process, civil society representatives were also capacitated along with government officials.

The participatory learning approach covered a wide gamut – from training to facilitating hands-on planning to participatory data collection, hand-holding support and sensitization campaigns. Capacities were built as links in a chain:

·   Seventy-six officials from various departments and government programmes (such as ICDS) and CSO representatives at the state level were capacitated as Master Trainers in a three day programme in Hyderabad.

·   They went 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 went 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 was then initiated by these capacitated local government officials and members of local self-governance institutions.

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, 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.

PRIA will supplement the training with hands-on practice by facilitating the planning process in one gram panchayat chosen as a "training lab". As government officials, CSOs and elected members of local governance institutions begin to implement community planning in the chosen panchayat, officials from other panchayats/mandals can make field visits to learn first-hand how participation of citizens is built from the ground up, and the voice of the people is incorporated into village plans.

Right(s) Way Forward – Building sustainable communities

Senior staff from PRIA International Academy got the opportunity to collaborate with Forum Syd, Sweden, and its Swedish partner, Adoptionscentrum, to facilitate a five day training for community workers in Odisha on how to help communities deal with climate change and become sustainable. The training was organized in Nimapara, Puri district. Nimapara and surrounding areas are flood prone and Puri was one of the districts severely affected by the super cyclone in 1999.

Ward members, sarpanches, SHG members, community volunteers and field staff (working on community based rehabilitation) engaged in building a shared understanding on climate change, its effects, changing attitudes and utilisation of local resources for sustainable planning. Participants became aware of the linkages between environment–institutions–economy and the wellbeing of communities, how climate change impacts natural resource management and its repercussions on women and men within a given community. The training process helped participants understand the importance of inclusion, especially marginalized groups, when preparing Community Action Plans. At the end of the training-learning programme, the participants were able to prepare a Community Action Plan.

Gender mainstreaming in development programming

In 2014-15, supported by the Aga Khan Foundation, PRIA had begun developing capacities of officials from the District Development Assembly (DDA) and District Coordination Council (DCC) in Afghanistan, who shall engage women in decision-making processes in development interventions. A participatory user manual on gender assessment and planning was also prepared. The second round of training was held May 2015 in Kabul. Unfortunately PRIA lost our esteemed and dear colleague Dr Martha Farrell at the end of this 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 retained its commitment to building capacities of civil society practitioners in Afghanistan to undertake participatory social development interventions. A five-day training on Participatory Monitoring and Evaluation was held from 4 to 8 August 2015 in PRIA, New Delhi for DCC officials and facilitators. During the training, the participants evolved a common understanding on contexts, constitution and functions of the DCC, concepts and practice of M&E, what are the advantages of PME for the DCC, and possible politico-administrative challenges in PME. Practice based sessions allowed trainees to test and enrich their learning on PME. The officials also learnt how to train other groups on PME.

PRIA, supported by UNDP, implemented a participatory training of master trainers in the states of Chhattisgarh, Madhya Pradesh and Odisha in May and June 2015. The master training helped build capacities of specific state level officials to promote and integrate gender in district planning and programme implementation processes. These master trainers learned knowledge and skills on gender responsive budgeting and engendered planning and were sensitized to issues of gender, gender equality, socialization and patriarchy. The pool of master facilitators prepared were expected to capacitate members of Technical Support Groups (TSGs) and others associated with the planning process at district and below levels.

Five months after the master training of trainers programme held in June 2015, a refresher training was undertaken for 45 master trainers (on 23 and 24 November 2015 in Bhopal, on 26 and 27 November 2015 in Bhubaneshwar and on 27 and 28 November 2015 in Raipur). The training focused on refreshing the concepts of "practical and strategic needs" of women, and how these need can be met through specific activities included in a plan document. Group discussions and practical exercises based on their experiences in the field helped reinforce learnings. It is now expected that participants from Odisha have begun to use their learnings for future planning in the state. They have used participatory tools (transect walk, social mapping, resource mapping, etc.) to collect data from the community.

Citizen engagement for smart cities

PRIA, with support from Bloomberg Philanthropies, developed content around citizen participation for a cohort of Indian cities who wanted to apply for the Smart City initiative. Four learning modules – Envisioning the City, Mapping of Citizen Priorities, Generating Solutions Through Citizen-Government Collaboration and Recruiting and Collectivizing Citizen Volunteers – were developed by a team of senior staff in PRIA. These modules helped participating cities develop innovative, impactful Smart Cities plans, meaningfully engage with their citizens in the process, and enabled cities with the best ideas to stretch, strengthen and further develop their initial proposals. Dr Kaustuv Bandyopadhyay, Director, participated in a webinar that Bloomberg organized on the Smart City challenge, speaking on how cities can be successful in the process of incorporating citizen feedback into solutions.

Participating city representatives learnt how to apply similar approaches in their city in order to build buy-in and support from their communities.

Making All Voices Count

Senior staff shared their experience of PRIA's work in the field of accountable governance at the Transforming Governance learning event convened by Making All Voices Count, an initiative that builds evidence on what works for accountable governance. Participants reflected on the role of technology in transforming governance in their work. By engaging and learning from the knowledge and experiences of other researchers and practitioners working on citizen engagement and accountable, responsive governance, PRIA strengthens its own innovations.

PRIA International Academy

PRIA International Academy (PIA) supports learning of students and practitioners in socio-economic development issues based on PRIA's practical field-based knowledge and expertise. It takes forward PRIA's core function of building capacity as a semi-autonomous unit in PRIA system, under the leadership of (Late) Dr Martha Farrell.

Started in 2005 (then known as PRIA Continuing Education), the Academy has grown substantially since its establishment – from offering one course on International Perspectives in Participatory Research (taught in collaboration with University of Victoria, Canada) to offering nearly 30 short term courses. The number of learners that first year was 31. Today, the Academy has an alumni of more than 2000 learners.

In 2015-16, a total of 188 learners undertook courses – 48 for certificate courses, 9 for appreciation courses, 99 for the Online Training Capsule (OTC) and 32 learners for customized/special courses.

PIA offers 12 Certificate Courses which can be completed in six months, and supported through learner mentoring. It also offers 14 Appreciation Courses, which are self-learning modules and can be completed in 8-10 weeks based on the learner's pace, and an online training capsule on prevention of sexual harassment at the workplace. Courses on participatory research methodologies and gender discrimination/sexual harassment at the workplace have been most popular so far. For individual learners, field-based learning opportunities have also been provided in combination with online and classroom modules.

PIA also offers some tailor-made courses and blended mode courses (with online and face-to-face modules) to groups of learners from civil society organizations across India and the Asian region. In the past year, such learning programmes were offered to two groups of learners comprising 33 learners – partners of Conciliation Resources (CR) undertook the International Perspectives in Participatory Research course, and staff of The Foundation for Rural Integrated Enterprises & Development (FRIEND), Fiji, undertook a customized course which included units from the courses on participatory research and understanding gender in society.

The formal collaboration to co-facilitate a course on Global Leadership offered by Royal Roads University continued. The partnership with University of Victoria also continues in offering a couple of certificate courses. Though Academy's formal collaboration with the World Bank e-Institute came to an end but we continue to offer courses on Social Accountability as developed by the Bank.

PIA collaborated with DVV International to facilitate a regional workshop on 'Learning-Planning Workshop Promoting Skills for Youth and Strengthening Partner Organizations' from 20-24 April 2015. The workshop was attended by 28 participants from Asia, Europe and the Middle East, representing Afghanistan, Germany, India, Jordan, Kyrgyzstan, Laos, Nepal, Philippines, Tajikistan, Uzbekistan, and Vietnam. These participants comprised staff and partner organizations of DVV International from these countries.

Two trainings were facilitated on use of soft skills in non-formal education. One was held in Vientiane, Laos between 12 and 15 October 2015 for 46 participants (of which 13 were women) from Vietnam, Cambodia and Laos. The workshop was organised in collaboration with Department of Non-formal Education (DNFE), Laos. The second training between 22 and 27 February 2016 was held for partners of DVV International from Laos, Cambodia and Vietnam. This was conducted as a Training of Trainers (ToT). NGO Education Partnership (NEP), based in Cambodia, supported PRIA to organize the training. Post these trainings, a manual on Using Soft Skills in Non-Formal Education: Training Manual for Facilitators has been prepared. It is expected that the manual will be available in translation in local languages such as Khmer.

Going forward, PIA is working to strengthen partnerships with academic institutions (schools of development studies, social work, public policy, public administration, etc) in India and internationally so that practical field-based learning can complement ongoing educational programmes in academia.

Internships

PRIA offers a conducive and safe environment for interns to learn and work. Internships are open for students and working professionals. Working professionals can volunteer their time under their companies' CSR programmes. Students are provided an unique learning opportunity through a combination of field engagement and desk work.

In the past year, PRIA hosted 10 student interns. The students were from diverse fields of study such as engineering, law, social sciences and education from universities across the globe – Canada, Hong Kong, France and India. They were involved in different field programmes including Kadam Badhate Chalo, capacitating planning officials, supporting participatory village water and sanitation plans, and promoting sanitation behaviour change.

Panelists at the Festival of Learning in Raipur

Co-Chair Rajesh Tandon at the Association of Commonwealth Universities, London

Building the Next Generation of Community Based Researchers: UNESCO Chair on Community Based Research and Social Responsibility in Higher Education

The objectives of the UNESCO Chair in Community Based Research and Social Responsibility in Higher Education have been to work with other global networks to support capacity building in the fields of community based research and social responsibility in higher education through South-South and North-South-South partnerships. Dr Rajesh Tandon, President, PRIA is Co-Chair along with Prof. Budd Hall at the University of Victoria. Over four years, the Chair has undertaken research, policy development and advocacy activities in more than 35 countries focussed on strengthening networks, identifying lessons to share and continuing to build relationships amongst the many important networks that are promoting Community Based Research (CBR).

In 2014-15, the Chair published two important books: *Strengthening Community University Research Partnerships: Global Perspectives*, which provides evidence that institutional structures that support community-university engagement are advancing rapidly at higher education institutions and civil society organizations; and *Institutionalizing Community -University Research Partnerships*, a user's manual to organizational change in the context of CBR and community-university engagement.

Given the importance of CBR as a methodological tool and values based approach for helping the process of co-creation of knowledge, and evidence from the Chair's previous research that there is a large appetite for training and learning around the world on how to do CBR, the Chair undertook a project titled 'Training the Next Generation of Community Based Researchers (NextGen)' in 2015-16. The project focused on mapping current

demand and supply of CBR training internationally, especially in the global South. The NextGen project was supported by the Social Sciences and Humanities Research Council of Canada (SSHRC) and the many partners with whom the Chair has worked over the past two years. The partnership included four international lead organizations respectively working in those areas: the Coady International Institute at St. Francis Xavier University (Canada), Participatory Research in Asia (India), the Institute for Resources, Environment and Sustainability (IRES) at the University of British Columbia (Canada), and the Institute for Studies & Innovation in Community-University Engagement (ISICUE) at the University of Victoria (Canada). There were also diverse regional and global partners working in the broader field of community-university engagement in Latin America, Asia, Europe, North America and the Arabic speaking countries.

The NextGen project has created new interdisciplinary knowledge on pedagogies of learning and teaching participatory research in four thematic areas: (i) asset-based community development, (ii) governance and citizenship, (iii) water governance, and (iv) Indigenous research methodologies. It analyses how the next generation of knowledge practitioners and researchers will gain access to the methods, tools and values of CBR in order to promote the use of research by community members and encourage the collaborative creation of knowledge democracy. It proposes workable strategies to strengthen existing training fieldwork and the theoretical and curricular content on participatory research in higher education institutions and civil society organizations around the world. A book, based on the project results, will be published shortly.

During the year, the Chair organized a series of conversations on how to build the next generation of community based researchers – on 10 April 2015 in PRIA, New Delhi, on 15 September 2015 at University of Victoria, Canada and on 22 and 23 March 2016 at the University of Alberta, Canada. On 3 February 2016, the Chair hosted an international seminar on University-Community Engagement at PRIA, New Delhi. The seminar delved deeper into the notion and understanding of social responsibility,learning from Canadian, South African and Indian experiences.

A Festival of Learning was organized between 18 and 25 April 2016. The Festival was a series of events in four different locations in the country -- Hyderabad, Raipur, Jaipur and Delhi. Students, faculty, community (civil society) leaders, local government officials and media were key interlocutors during the events. A Festival often implies a spirit of joy, and this Festival of Learning was chosen as a way to share the NextGen research results because it should be a joy as well as an opportunity to learn. And, as with most Festivals, there was a sharing of knowledge back and forth. There was sharing between community leaders and academics, between those from the city and those from rural areas, between those from outside India with those from India, between those with massive administrative responsibilities and those individuals who simply care deeply about making this a better world. Participating in the Festival of Learning were Dr Budd Hall and Dr Rajesh Tandon, along with Dr Darlene Clover, Professor, University of Victoria; Walter Lepore, Project Coordinator, UNESCO Chair; and Dr Takayoshi Kusago, Professor, Kansai University, Japan. The Festival was supported with generous funding from the Canadian Commission for UNESCO.

During the year, Dr Rajesh Tandon, as Chair has advocated for social responsibility of higher education institution and building capacities on participatory research among academics and students at:

Barkatullah University, Bhopal, 28 August 2015, Special lecture on 'Restoring relevance of social science teaching in public: Opportunities and Challenges of participatory research in academic institutions'

Mysore University, 8 September 2015, Lecture on 'Social Responsibility in Higher Education Institutions'

Third Indian Social Work Congress, Ladnun, Rajasthan, 24 October 2015, Keynote address

Association of Commonwealth Universities, London, 30 November 2015, Presentation of research findings on Community University Research Partnerships

Institute of Development Studies, Sussex, UK, 1 December 2015, Talk on `Experience of Engaged Scholarship and Knowledge Democracy and New Approaches to Community-Based Participatory Research'

NCCPE Engage 2015 Conference, Bristol, UK, 3 December 2015, Opening plenary

The reception and spirit the Co-Chairs have been met with across the world and what they have learned has re-dedicated them to continuing their work for capacity development and broad-based partnerships in multiple sites. This agenda will continue till 2020, as the Chair has been renewed for a second term by UNESCO.

Institutional Development

Students in Chhattisgarh learn community based research

Co-Chair Rajesh Tandon
interacting with the media

Governance

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

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

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, Gurgaon.

President:

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

Members:

Shri Joe Madiath, Executive Director, Centre of Excellence, Ganjam, Orissa.

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

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

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

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

On 1 August 2015 and 12 March 2016, the Governing Board and the General Body of PRIA held its Annual General Meeting to review and approve the annual programmes and audited accounts of the organisation. Between the 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.

M/s Narendra Singhania & Co. carried out an internal audit of the organisation's systems related to accounting transactions, investment management, cash management, tax compliances, human resources, FCRA compliances

and Provident Fund. Their recommendations have been implemented in the accounting systems. M/s Sanjesh Jawarani & Co. was appointed to carry out a systematic audit and suggest ways to further improve accounting procedures. Some suggested modifications for accounting of FCRA funds have been implemented.

The board appointed M/s Charnalia Bhatia and Gandhi as statutory auditors for PRIA for the financial year 2015-16.

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

- Strategic programmatic choices & resource mobilisation.
- Maintaining & building relationships with key constituencies.
- Oversight of programmes & projects.
- Forward planning for human resources.
- Overview of financial management and statutory compliances.
- Institutional development and governance matters.
- Risk management.

SMG members in the previous year included Rajesh Tandon (President), Kaustuv Kanti Bandyopadhyay (Director), Manoj Rai (Director) and Col. V P Gupta Director (Operations).

During the year, SMG held 14 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.

Program Management Group (PMG) is the next tier of decision-making. It comprises of President, All Directors/ Deputy Director(s) and senior managers. Its convener is appointed on rotation. The PMG is mandated to:

- Review of existing programmes and projects.
- Capacity and staffing requirements.
- Opportunities for new resource mobilisation.
- Scoping for programme expansion and scale-up.
- Institutional strengthening and system effectiveness.
- Risk Management.
- Any other mandate given by SMG from time-to-time

The current members of PMG are Rajesh Tandon, Manoj Rai, Kaustuv Bandyopadhyay, V.P. Gupta, Alok Pandey, Anshuman Karol, Priti Sharma and Nandita Bhatt.

The support functions of the company are coordinated by the Operations Management Group (OMG). It comprises SMG Convenor, Director (Operations) and Support Unit Heads. The OMG is mandated to:support effective and coordinated performance of all support operations as under:

- Regular and periodic review of various upcoming programme-related support requirements.
- Anticipating future requirements and planning for the same.
- Resolving inter-departmental coordination issues.
- Special attention to field locations and staff in timely and effective support.
- Identifying issues and possible solutions to bring to the notice of other decision-making structures.
- Risk management.

Capacity building of staff

PRIA as a learning organization invests in building capacities and skills of staff. In 2015-16, over 50 members of staff were nominated for external trainings and to study courses offered by PRIA International Academy. Two staff members were nominated to attend a Management Development Program on Project Management and four staff were nominated to attend capacity development events and workshops on financial management, legal compliance for NGOs, FCRA amendments, labour laws, service tax, recent judgements in labour laws, rights and obligations of the employer. Ten staff members were nominated to complete certificate and appreciation courses offered by PRIA International Academy. Twenty-seven staff and five interns undertook the OTC course on 'Understanding the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013'. Two members of staff were nominated to attend international events – the ASPBAE Basic Leadership Development Course in Vietnam and the Making All Voices Count Learning Event in the Philippines.

In the past couple of years, PRIA has once again begun training its staff under a Training of Trainers (ToT) programme. Seven staff were nominated to attend a ToT at Sahbhagi Shikshan Kendra (SSK), Lucknow. The group learnt their basic responsibilities as trainers – understanding the training needs of the target groups to be trained, designing the training programme, conducting the training, making arrangements for organising the same and evaluating the effect of the training. In addition to these responsibilities as trainers, it is also important to play the role of facilitator and 'friend, philosopher and guide' to the target group. However, the most important role among all of the above was to become effective change agents in society.

PRIA Learning Week

Learning from experience enables more effective practice and therefore impact. Nearly 80 staff gathered for the two Bi-Annual Review and Planning Meetings during the year (5 to 9 October 2015, and 4 to 8 April 2016). The Review and Planning Meeting is a Learning Week at PRIA, a structured process where staff come together to review and reflect on their experiences of the past 6 months, plan for the coming 6 months, and document the process of learning. We learn through various processes – peer learning, practice, listening, collective reflection, reading and writing. A dedicated team of documenters captures the content and process of our learning.

External resources persons are invited to help us think smart, review rationally and strategically visualize our target audiences. In the April Learning Week, a photography and videography workshop was part of a day-long skill building investment; the other skills we built were on writing for web communications and inter-personal skills. Learning with partners and donors is an intrinsic way of working at PRIA. Donor representatives join a few sessions to share their perspectives and reflections on the projects we are implementing. Amidst the critical reflections we take the time to organise a Participatory Lunch. As usual, the menu is varied, the food is great and the entertainment well appreciated.

In the rush to implement projects, an action-research oriented Learning Week gives us pause to reflect, in order to strengthen our actions and embed our ways of working.

Team @ PRIA

(April 2015 to March 2016)

Karwaan: A trip down memory lane

We turned 34 on 6 February 2016! Celebrations were held at PRIA New Delhi and across the country − in Jaipur, Raipur, Patna and Hyderabad. We invited all ex-colleagues who had worked in PRIA since it was founded to join us in a trip down memory lane. Watch the video of our celebrations on YouTube: https://www.youtube.com/watch?v=NI7OfA0EXio&feature=youtu.be
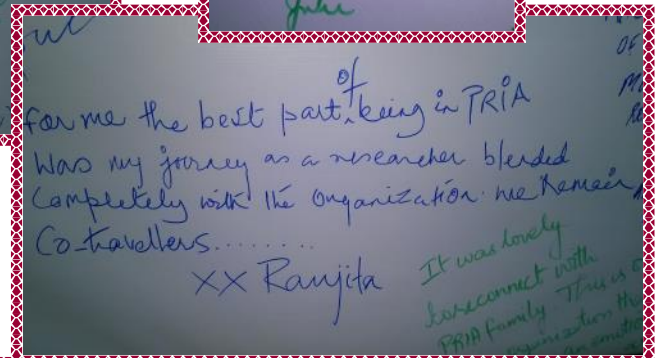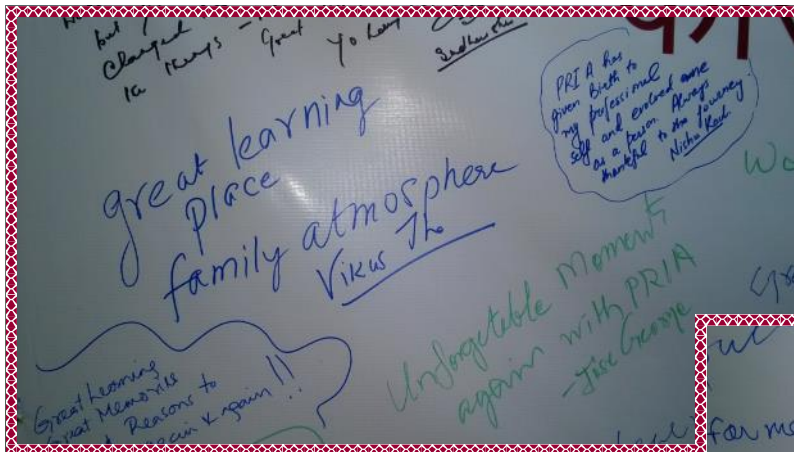
PRIA head office

Hyderabad field office

Jaipur field office

Raipur field office

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
Sonu Kumar (IT)

Assistant Manager-IT & Communications
Devi Dutt Pant

Assistant Program Managers
Abhishek Kumar, N. Sambasiva Rao, Sakshi Saini

Assistant Program Officers
Sonia, Avon Kumar Patel

Communications & EDP Officer
Ashish Prashad

Coordinator
Mathai Joseph

Deputy Director
Alok Pandey

Directors
Kaustuv Kanti Bandyopadhyay, Manoj Rai

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

Executive Secretaries
Chitra Laxman, M.D. Joseph, Monika Aggarwal, Rati Gadgil

ES & HR Officer
Joseph P.P.

Hostel In-charge
Shanta

Librarian
Syed Zakir Hussain

Officer (Front Desk)
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Program Officers
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Project Monitoring Officer
Satheesan T.

Secretary
Pooja Saxena
Sr. Executive Assistant to the President
Bindu Baby

Sr. Program Manager
Priti Sharma

Sr. Program Officer (Communications)
Sanjukta Basu

Sr. Program Officers

Amit Kumar Khamari, Anshu Kumari, Bhavani Sankar, Bhupendra Kaushik, Kumar Sanjay, Nivedita, Pranav Praveen, Rabindran David Shelley, Ramesh Yadawar, Sanjay Yadav, Sharmila Ray, Shringar Dixit, Shweta

Web Developers
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Interns @ PRIA

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Roxanne Power, Centre for Asia-Pacific Initiatives (CAPI), University of Victoria, Canada
Priya Sebastian,   Indian Institute of Technology Bombay, Mumbai, India
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