



Knowledge. Voice. Democracy.

PRIA
Since 1982

ANNUAL REPORT

**TOWARDS
GROUNDED RESILIENCE**
2023 - 2024

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TOWARDS GROUNDED RESILIENCE

We are always trying to make sense of societal changes around us. In doing so, new concepts emerge; sometimes, old ones acquire new meaning. Resilience is one such concept in recent years. Though use of the concept has been around for nearly a decade, it has gained renewed currency during & after the Covid-19 pandemic. Simply, resilience is described as ability to deal with sudden shocks & surviving reasonably.

A dominant narrative of resilience is now being applied universally. Within the climate discourse, resilience is equated with adaptation – the capacity to adapt & carry on; some even use a stronger phrase – ‘bounce back’. This narrative seems to imply ‘disaster risk reduction’ or ‘open systems design’ were ideas of the past, having little connect with contemporary conversations on resilience. Yet, many features are common in practice. These features become visible only when applied to local lived realities. When applied to a local socio-econo-ecological context, the resilience narrative needs to be grounded. What does grounded resilience imply? Evidence of changing trends may need to be ‘read’ in the context; champions of ‘big data’ tend to generally under-value ‘granular’, ‘on the ground’ data. So, while producing evidence is necessary, what is essential is to read that evidence in situ. The capacity to ‘read evidence’ is a critical feature of grounded resilience. How do professional data-scientists support systematisation of local knowledge for granular evidence to be ‘read’ in that context?

Much of the mitigation discourse focuses on macro actions (for example, green energy) for prevention of further climate disasters. On the ground, anticipating disasters & their impacts are critical features of resilience. In the process of ‘reading’ evidence with granular data, local societal actors develop anticipatory initiatives.

These are steps aimed at ‘actions on early warning’, based on local level ‘lived’ data. This is how actions towards grounded prevention occur. Co-construction of new actionable knowledge in partnership between local communities & academically trained researchers enables such possibilities.

These are steps aimed at ‘actions on early warning’, based on local level ‘lived’ data. This is how actions towards grounded prevention occur. Co-construction of new actionable knowledge in partnership between local communities & academically trained researchers enables such possibilities. ‘Capacity to bounce back’ depends a great deal on networks of support – personal, emotional, professional, financial. Low-income households depend on social support mechanisms far more than others. This social capital on the ground makes them resilient, to find strength & hope in relationships with others.



Dr. Rajesh Tandon
Founder-President

TOWARDS GROUNDED RESILIENCE



Penetration of digital technology in everyday life is sometimes supportive & many a times disruptive to such social solidarity. Many women from low-income households find tech-apps disturbing their social capital. How can digital innovators learn to understand the value of & contribute to strengthening social capital of low-income communities?

Resilience for local institutions is even more challenging as many times their initial design & resourcing is largely 'here-n-now', short-term, hurried. Building capacity in such local institutions for learning to anticipate & prepare for changes enhances their resilience. But, both demand & supply for such support to institutional strengthening are mostly weak. This is particularly so as external investments for capacity enhancement are increasingly depleted & internal resources are only available with big institutions.

In addition to horizontal collaboration across such organisations, amplifying local voices, popularising practical solutions, visibilising such micro initiatives, & vertical alliances with macro centres of policy, resources & power are critical for sustaining local efforts for grounded resilience. Sustaining such micro-macro connections entails investment in nurturing relationships beyond the local.

PRIA@42 is developing through practice this emerging framework of Grounded Resilience comprising:

- Reading evidence
- Anticipatory initiative
- Collective cooperation
- Institutional flexibility
- Connecting the micro-macro

As you read this 42nd Annual Report here, you will find such elements of grounded resilience in practice.

OUR OUTREACH* IN A GLIMPSE

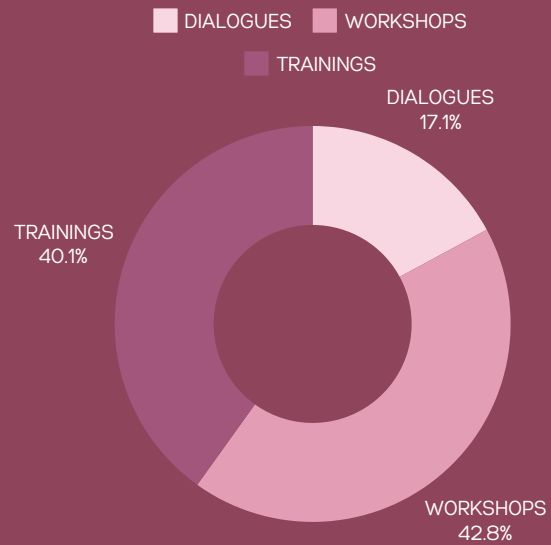
*1982 - 2023

580+
Knowledge Resources





1890+
Learning Events



2,45,000+
Participants

CAPACITY AS INSTITUTIONAL LEARNING

PRIA's approach to capacity strengthening is premised on principles of human & institutional learning; the essence of change is learning, with self-determination. With a long history of strengthening capacity of civil society in India & internationally, PRIA has redesigned its focus on local & small development organisations, & those that are renewing themselves.

Capacities for Social Transformation & Empowerment (CAPSTONE)

PRIA, with resource support from the Ford Foundation, implemented the Capacities for Social Transformation & Empowerment (CAPSTONE) programme from April 2021 to June 2024. It was envisioned as an initiative to enhance the institutional resilience, adaptability & sustainability of Indian non-profits. The programme reached 67 medium-sized non-profits in three cohorts; each organisation received organisational development support in multiple areas.

In 2023-24, PRIA conducted four workshops for the CAPSTONE cohort members. These workshops were conducted both in-person & in virtual modes on a variety of subjects.



May 15 - 18, 2023:

Talent Management & Legal Compliance

Virtual Workshop for 14 participants ((3 women & 11 men) for the Northeastern India CAPSTONE Cohort



June 26-29, 2023:

Programme Planning, Monitoring, Evaluation & Impact Assessment

Face-to-face workshop for 12 participants for the Southern India CAPSTONE Cohort



August 01-02, 2023:

Resource Mobilisation & Strategic Communication

Workshop for 15 selected organisations from all 3 CAPSTONE cohorts



September 19-21, 2023:

Leadership & Governance in Non-profits

Workshop for 10 selected organisations from all 3 CAPSTONE cohorts

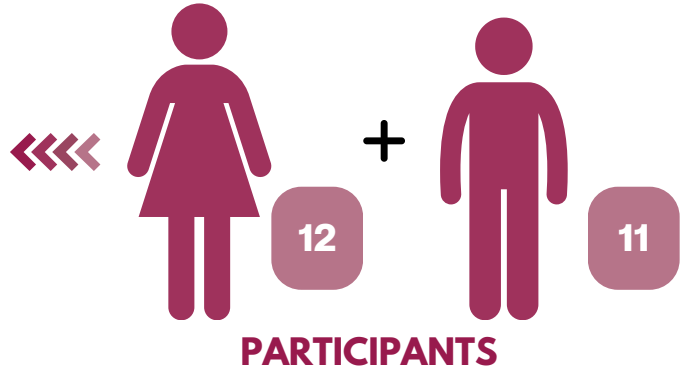


Handholding & mentoring support was also provided to CAPSTONE organisations as each CSO needed unique ongoing support as they implemented their strategic & organisational development plans. Such support was offered through individual mentoring.

Organisational Development for Non-Profit Organisations

Recognising the need for context-specific, on-ground hand-holding support to small development organisations, PRIA designed & launched “*Accelerating Organisation Development (OD) Facilitation Capacity in the Indian Non-profit Sector*”. This programme was designed as a professional development course for OD Facilitators. The **Academy of Human Resource Development (AHRD)** provided technical support while the **A. T. E. Chandra Foundation** & the **Ford Foundation** co-funded this initiative.

This five-month course trained development professionals to equip them with the skills to provide future OD facilitation support to grassroots non-profit organisations (NPOs) in India. Delivered in a blended format, the course combined online & in-person training, & included a practicum where participants applied their learning through workshops.



In addition to gaining participatory perspectives, theoretical frameworks & tools & techniques for OD facilitation in NPOs through the online component & residencies, the practicum proved to be the most challenging & exciting part of the course. Initially conceptualised as an experimental practice, the host NPOs' leadership found it relevant, timely & effective. Recognising that the trainee facilitators may not have acquired all the OD facilitation & intervention skills, the PRIA team have offered their professional expertise & time to mentor each participant & host organisation in a variety of ways to support a range of organisational interventions.

PRIA's proficiency in institutional strengthening for development professionals & organisations is frequently sought after. In the past year, such expertise was provided to several organisations:



June 06-07, 2023 - *SWAYAM, KOLKATA*: Leadership & Team Development for 14 women & 6 men



October 04-06, 2023 - *AHEAD INITIATIVES, KOLKATA*: Organisational Management for 3 women & 15 men

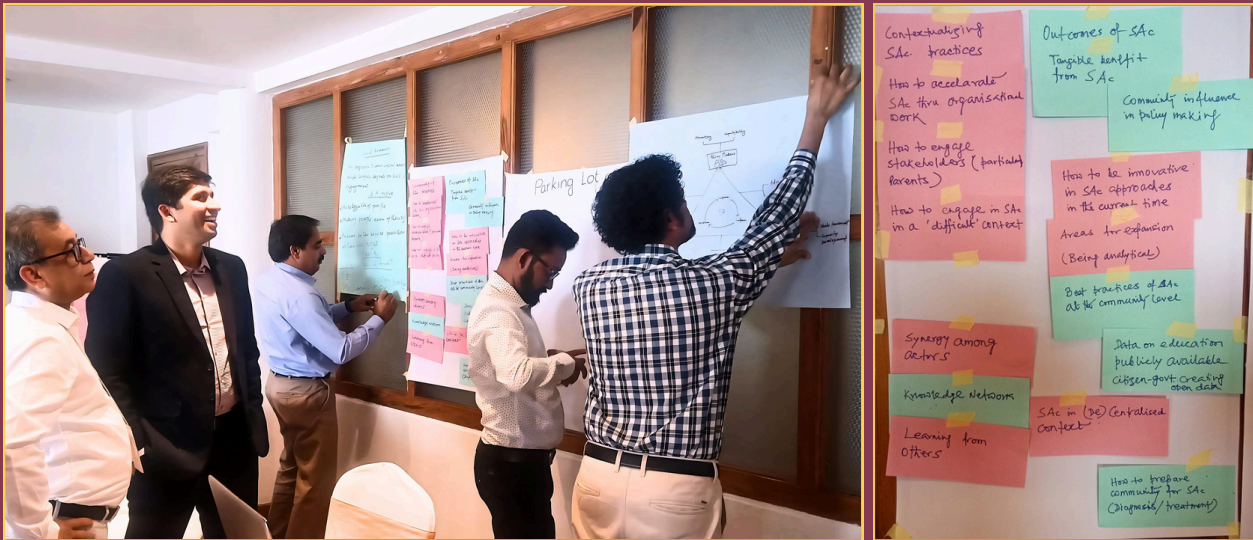


January 30-31, 2024 - *MISSION SAHYOG, RANCHI*: Participatory Organisational Capacity Assessment (POCA) for 30 CSOs

CEQUIN: Interim Impact Assessment study of the Kickstart Equality Programme - 175 girls in Nuh, Haryana

6TH STATE FINANCE COMMISSION (SFC) of Sikkim: Provided Technical Support





The **EDUCATION OUT LOUD (EOL)** programme, implemented by **Oxfam IBIS**, is managed through its **Regional Management Unit (RMU)** for the Asia Pacific Region. The programme has facilitated several learning exchanges and capacity-building programmes for its grantees working in the South Asia and South-East Asian sub-regions. As part of these learning exchange programmes, the EOL RMU engaged PRIA to facilitate a blended programme on Social Accountability and Advocacy for its EOL grantees (focusing on national CSOs and their national networks) in the Asia Pacific region.

The learning programme contributed to enhancing the capacities of the grantees with relevant knowledge and skills to influence education policies and programmes in their countries that meet the needs of communities. A four-week online course on Social Accountability and Citizen Engagement was offered by PRIA between April 24 and May 19, 2023. The offering included a face-to-face in-person **Learning Exchange Workshop** (on May 23-25, 2023) in **Kathmandu, Nepal**. The in-person workshop provided an effective way of learning not only from external facilitators and experts but also from horizontal exchanges between participants. A few selected accountability tools shared in the workshop were deliberated upon by the partners, who over the years have developed their own unique social accountability approaches, methods and tools relevant to the context in which they work and the issues they work on.

The participants found the blended approach, with open discussions and learning exchanges, brought a good balance to their learning experience. Context and power analysis, stakeholder engagement and community building were the topics they found critically important for their work.



SYSTEMATISING LOCAL KNOWLEDGE

PRIA is now being increasingly invited to partner with many national & international development research & impact assessment agencies to integrate the methodology of participatory research & orient their researchers for the same.

A few of these efforts from the past year are:

Granular Data for Health Governance

Agulhas, UK, on behalf of the **Independent Aid Impact Commission (ICAI)**, UK, undertook a review in India to assess the relevance and effectiveness of aid spending by the **UK Department of Health and Social Services (DHSC)** which funded research and innovation on global health challenges for the benefit of developing countries. In line with the ICAI's Citizen Engagement Protocol, a significant component of the review was to engage with the local community to listen to their health needs and aspirations and assess how relevant the research and related outputs were to these needs and aspirations.

Agulhas invited **PRIA** to undertake the citizen engagement process in India through a participatory research study. This participatory review was undertaken in Delhi-NCR and Telangana. In Delhi, the review activities were undertaken in Seemapuri and Sonia Camp (covering low-income informal urban settlements in East Delhi district) and Panipat district in the state of Haryana (a rural district part of the National Capital Region). In Telangana, the review activities were undertaken in Hyderabad city (covering low-income informal urban settlements) and Ranga Reddy district (covering the rural population). A basket of participatory research methods that included Participatory Learning and Action (PLA), Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs) were used to collect data.

Insights from the review highlighted that across communities, community members attributed poor sanitation and hygiene in most localities as the major reason for the occurrence and spread of communicable diseases. The community members indicated their preferences for availing government health facilities, despite their mixed experiences. The major reasons for this preference are cost-effectiveness and reliability (that they will not be cheated). However, there are several obstacles to availing benefits from government facilities, including long waiting times, distance from the community, unhelpful attitude, rude behaviour of the medical staff and, at times, negligence. Expectant mothers across communities rely on governmental extension services (such as Anganwadi centres, Primary Health Centres, Community Health Centres, etc.) and frontline health workers (ASHAs and ANMs) for ante-natal care including advice, vaccinations, medications, etc.

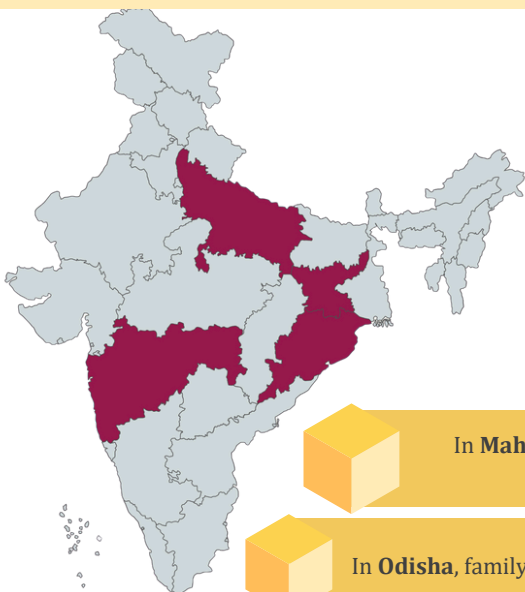
The women's experiences have been mixed. Post-natal health-seeking behaviour of women remains a concern as many of them cannot afford any special attention. A general lack of information and awareness among low-income community members, especially among women, remains a major obstacle to well-being and good health. Community members across locations shared a generally positive experience of getting the COVID-19 vaccination. Most have received two doses of the vaccination, with few exceptions.

Digitech on Ground: Building Women's Trust

The rapid digitalisation of services & the increasing adoption of digital platforms have significantly enhanced convenience & efficiency in modern life. However, some earlier studies have indicated that a significant portion of the female population is deprived of this access. Additionally, advancements in digital technology have raised concerns about digital trust, particularly among marginalised, unorganised, & vulnerable groups, such as women. Digital trust refers to the confidence individuals have in adopting & interacting with digital products & platforms, encompassing elements like privacy, security, reliability, & fairness. Understanding digital trust through a gender lens is crucial, as women often face unique barriers & challenges in accessing & utilising digital technologies.



PRIA & the Aapti Institute, with support from the **Bill & Melinda Gates Foundation (BMGF)**, conducted a comprehensive study to explore the drivers, limiters & barriers affecting women's trust in digital platforms across four states in India. In the study, "***Drivers, Limiters, & Barriers to Women's Trust in Digital Platforms***", participatory research tools were employed to explore the factors influencing digital trust among women in India & the impact of gender on digital trust. The study made several recommendations to bolster women's confidence in digital public infrastructures. The research involved engaging with various communities, including informal settlements in urban areas such as **Ranchi, Nagpur & Bhubaneswar**, & villages in **Deoghar, Gadchiroli, Ganjam, Lucknow & Shravasti** districts.



332
WOMEN

178
MEN

217
ADOLESCENT GIRLS

80
ADOLESCENT BOYS

In **Maharashtra**, barriers include access to personal devices, digital literacy & gender norms.

In **Odisha**, family influence, accessibility & safety concerns are critical factors impacting trust.

In **Jharkhand**, women's trust is influenced by individual capacities, perceived benefits, & social & family support, with societal norms & economic factors also playing significant roles.



Building women's trust in digital platforms is essential for their empowerment & inclusion in the digital economy. Trust in digital platforms can offer women opportunities for education, economic participation & social connectivity, contributing to overall community development. Key steps to achieve this include enhancing digital literacy, improving access to affordable devices, ensuring online safety, & addressing socio-cultural barriers. These steps require collaborative efforts from government agencies, non-governmental organisations, community leaders & private sector entities. By working together, stakeholders can implement targeted, contextual & localised interventions that address the specific needs & contexts of women in different regions. This collaborative approach is crucial for creating a supportive environment where women can confidently navigate & benefit from digital platforms, leading to a more inclusive & equitable digital future.

Gender Inclusive Urban Resilience

In collaboration with **IIED UK**, research has commenced in Ajmer to develop ***gender-inclusive approaches to climate-resilient urban governance***. The study's approach involves participatory engagement & field visits to ensure that recommendations are firmly rooted in the realities of the communities. The initial focus is on thoroughly understanding community vulnerabilities, with particular attention to issues such as the high prevalence of water-related diseases, dehydration & inadequate sanitation facilities. It will also explore how these challenges are intensified by social factors, including gender disparities & traditional practices. By analysing networks of influence across institutional, cultural & environmental contexts, gaps in local governance, infrastructure & policy implementation will be identified. Addressing these gaps will create opportunities for policy advocacy & the potential to leverage cultural practices for sustainable solutions.

DECODE Research

Under the **UNESCO Chair in Community-Based Research & Social Responsibility in Higher Education**, co-chaired by Dr. Rajesh Tandon, a new ***international research initiative*** has commenced. Supported by IDRC (Canada), the project will run from January 1, 2024, to June 30, 2026, & aims to develop recommendations for funding transdisciplinary, co-constructed knowledge to address the impacts of climate change.

NEXT-GEN CITIZENSHIP

Through ongoing efforts over nearly a decade, PRIA has been engaging young citizens by enhancing their capacities in participatory research methodology & deepening their engagement with society.

Governance Accountability



21 FELLOWS

In partnership with the **Hanns Seidel Foundation (HSF)** & our regional partner, **Grassroots Research & Advocacy Movement (GRAAM)**, we launched a new cohort of the ***Youth for Governance (Y4G)*** programme. This programme targets youth studying in higher education institutions in the city, providing them with mentorship to learn about urban governance & participatory research & become engaged citizens invested in the future development of the city.



The learning modules of the Y4G programme are designed to foster a deep understanding of key concepts such as self-awareness, identity, governance, participation, citizenship, social accountability & participatory research. Learnings from these modules helps guide the students as they conduct research on various urban governance & social accountability issues in their local communities.

This initiative has instilled a strong understanding of federalism, the principles & structures of decentralised governance in India, & the confidence to advocate for the common good among the youth of Karnataka, enabling them to actively contribute to participatory governance for change in their communities.

Asian Youth for Democratic Accountability

PRIA participated in the Youth Democratic Solidarity & Leadership Training conducted by the Asia Democracy Network (ADN) in November 2023. This training aims to empower democracy advocates across Asia by providing them with essential skills, knowledge & networking opportunities to foster unity & collaboration among youth activists. The training featured lectures, discussions, experience-sharing sessions, field visits & forward planning. The event, which coincided with ADN's 10th anniversary, highlighted the democratic movement's resilience & strength.



Cross Cultural Learning

PRIA's efforts in providing cross-cultural learning opportunities for youth continued during the past year -

- Cohort of 10 students & 2 faculty members from James Madison College, Michigan State University to learn online participatory research and they visited PRIA for the "*Diversity Leadership*" programme.
- Delegation of 36 social work undergraduate students & 2 faculty members from St. Joseph's College (Kannur, Kerala) visited PRIA as part of their study tour.



46 STUDENTS



09



37



A team from Mizan Knowledge for Change Hub in Malaysia visited PRIA, leading to valuable discussions about the histories & programmes of both organisations. Prof. Mahazan Abdul Mutalib from Universiti Sains Islam Malaysia, along with Mr. Jadzreill Jaafar & Ms. Hazila Kamaruddin from the International Youth Centre, enriched the dialogue with their unique insights, fostering mutual learning & collaboration between the organisations.

FLEXIBLE PEDAGOGY & ADVOCACY

PRIA hosts the UNESCO Chair in Community-based Research & Social Responsibility in Higher Education & PRIA International Academy, which continue to build capacity of students, researchers & teachers in co-construction of knowledge through community-based participatory research (CBPR).

In the past year, such capacity building was carried out for:



Teachers & researchers at **University of Ibague (Colombia)** with new cohorts of 43 researchers (25 women & 18 men).

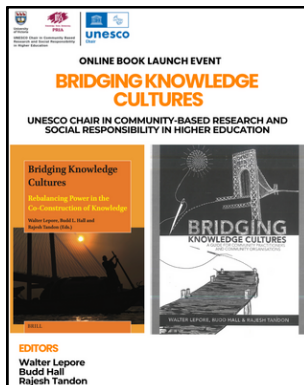


PRIA, UNESCO Chair in Community-based Research & Social Responsibility in Higher Education & Centre for Youth & Social Development (CYSD) hosted a six-day Faculty Development Programme (FDP) from October 9-14, 2023, at **Berhampur University**. This programme was attended by 23 faculty members (10 women & 13 men) from the University.

Knowledge Mobilisation



The book "*Social Innovations in Urban Sanitation in India: Meeting Unmet Needs*" was launched on August 9, 2023. The event, organised by PRIA in partnership with Centre for Policy Research (CPR), was moderated by Dr. Rajesh Tandon with Ms. Sheela Patel (SPARC), Dr. Indira Khurana (Safai Karmachari Andolan), Ms. Arkaja Singh (Centre for Policy Research), Mr. V.R. Raman (Sanitation Learning Hub, IDS, Sussex) as discussants. The book is a vital step in filling the need for data to address urbanisation challenges effectively & highlights the risk-taking investments within civil society for innovative inventions to address the challenge.



Three online launches for the book "*Bridging Knowledge Cultures*" (2024), edited by Walter Lepore, Budd Hall & Rajesh Tandon, were held on **January 31, February 1, & February 7, 2024**. The book and the manual are valuable resources for academics, researchers & policymakers, offering insights into fostering meaningful & sustainable community-university collaborations. It also contributes to the ongoing efforts in the decolonisation & democratisation of knowledge, appealing to those interested in community-based research, higher education & transformative knowledge practices.

PRIA staff had enriching dialogues & interactions with notable guests.

On November 3, 2023, long-time partners of PRIA, Ms. Jane Covey & Prof. L. David Brown reflected on their longstanding relations with PRIA.

Later, on December 14, 2023, Shri D. Thankappan, a leading trade union leader, social worker, & former Governing Board Member, visited PRIA & had a very informative conversations with the team.



Dr. Rajesh Tandon

Robert Koch Colloquium
Germany, June 21-22, 2023

9th Asia Pacific Regional Conference on Service-Learning 2023
Christ University, Bengaluru, July 20, 2023

National Coordinating Centre for Public Engagement & UK Research & Innovation
England, August 15, 2024

Dialogues on Development Management (DoDM)
ISDM, New Delhi, September 20, 2023

64th All India Adult Education Conference
Coimbatore, December 13-15, 2023

'Assessing the Impacts of Engaged Research and its Use: Evidence and Opportunities'
Aspen Global Change Institute, USA, October 01-06, 2023

'Harvesting Sustainability: Ecologies of Knowledge Democracy'
Aspen Global Change Institute, November 16, 2023

#Aahvaan: NGO-CSR Conclave 2024
New Delhi, February 06-07, 2024

Roundtable on Strengthening South-South Cooperation for Global Prosperity
New Delhi, January 10, 2024

ISDM's CPID-CIFSI Research Fellowship Programme
New Delhi, February 06, 2024

"Community-Engaged Teaching and Research: Implementing NEP-2020"
KISS, Bhubaneswar, February 20, 2024

Dr. Anshuman Karol

Adaptation Futures International Conference
Montreal, October 2-6, 2023

Dr. Kaustuv Kanti Bandyopadhyay

The Pandemic and Urban Governance: Changing State-Society Relationships and Learning from COVID-19
Ahmedabad, April 19-20, 2023

Role of Civil Society
IMPRI New Delhi, June 2023

Asia Regional Consultation on Local Adaptation
ARA & IIED, August 23, 2023

Asia Democracy Research Network
Bangkok, November 21-22, 2023

Asia Democracy Assembly
Bangkok, November 21-22, 2023

9th Smart City Award
New Delhi, January 19, 2024

EvalFest 2024
New Delhi, February 21, 2024

INSTITUTIONAL GOVERNANCE

The membership of the Governing Board for 2023-24 is

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

Treasurer: Shri. Ravi Seth, Chartered Accountant from ICAI.

President: Dr. Rajesh Tandon, Founder-President, PRIA, New Delhi.

Members:

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

Ms. Sheela Patel, Founder-Director, The Society for the Promotion of Area Resource Centres (SPARC), Mumbai, Maharashtra.

Shri. Ashok Kumar Singh, Founder-Director, Sahbhagi Shikshan Kendra (SSK), Lucknow

COMMITTEE ON GENDER AWARENESS & MAINSTREAMING IN PRIA

Adhering to its commitment to gender-justice, PRIA formed a Committee Against Sexual Harassment (CASH) in December 1998, which then in 2001 evolved into becoming the *Committee on Gender Awareness and Mainstreaming in PRIA (CGAMP)*. Led by Nandita Pradhan Bhatt as its Presiding Officer, the other members of the committee include Anshuman Karol, Bindu Baby, Soja Saramma Mathew, Surjeet Singh and Bharti Sharma (Chairperson, Local Committee of the District of Southeast Delhi as Third Party Member).

A Senior Management Team at PRIA provides collective leadership, developing next line of leadership, programme strategy, resource mobilisation, annual and bi-annual performance reviews, project planning, staff allocation, and capacity building for staff.

Over the past year, nine staffs from the organisation were nominated for capacity building programmes to enhance their skills and knowledge on Training of Trainers, digital & social media marketing, & executive mentoring.

TEAM

@PRIA [2023-24]

Accounts and Finance

Manager-Finance & Accounts – Praveen PV
Senior Accounts Officer – Soja Saramma Mathew

Administration, Facilities and HR

General Manager – Bindu Baby
Administrative Officer – Dhan Singh
Hostel In-charge – Shanta
HR Executive – Surjeet Singh

President's Office

Senior Executive to the President – Surjeet Singh

Programs

Lead (Civil Society & Inclusive Urbanisation) and Director – Kaustuv Kanti Bandyopadhyay
Lead (Gender) – Nandita Pradhan Bhatt
Lead (Governance and Climate Action) – Anshuman Karol
Lead (Youth Engagement) – Nikita Rakhyani
Senior Programme Officers - Harshita Umrao, Rajat C.
Programme Officers – Shruti Priya, Meghna Sandhir

Research

India Coordinator, UNESCO Chair in Community-Based Research & Social Responsibility in Higher Education – Neha S Chaudhry, Pragya Chaube
Senior Programme Officer (Research) - Rabi Raj
Researcher, UNESCO Chair in Community-Based Research & Social Responsibility in Higher Education - Gauri Khanna
Coordinator, Knowledge for Change Global Consortium - Ruchika Rai

IT, Knowledge Management and Communications

Head-Knowledge Management & Engagement - Sumitra Srinivasan
Manager-Knowledge Management & Visibility – Chandra Shekhar Joshi
IT Officer – Sonu Kumar
Manager-Knowledge Management & Education – Sujit Kumar Sourav
Officer-Knowledge Management & Visibility – Linu Rachel Chacko
Assistant Librarian – Shilpi Jain, Ritik Bajpai

Interns

Ashna Navas (Rajiv Gandhi Institute of Youth Development, Chandigarh)
Kiki van der Zanden (University of Amsterdam)
Pallavi Aggarwal (Indian Institute of Technology, Mumbai)



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