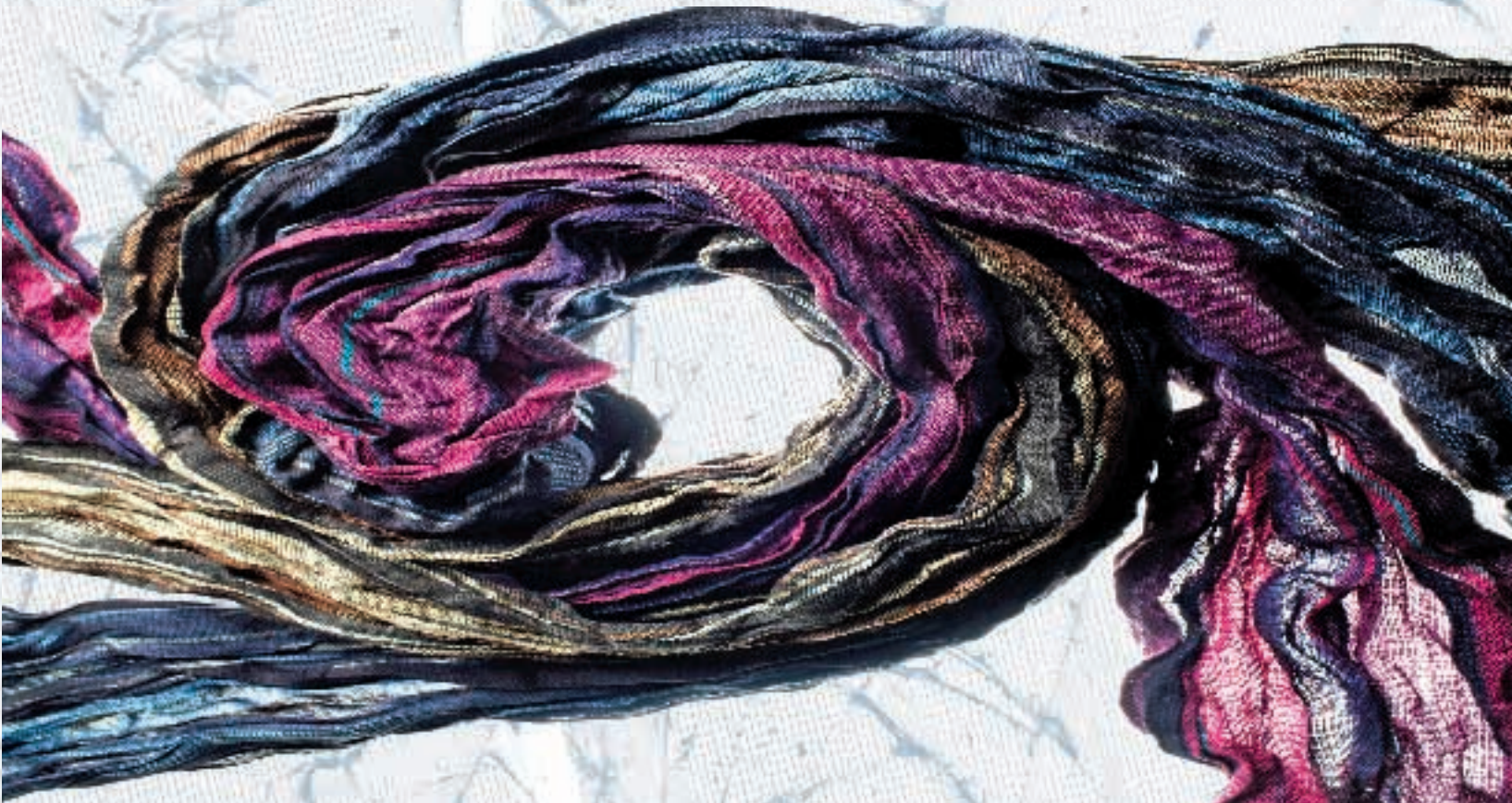
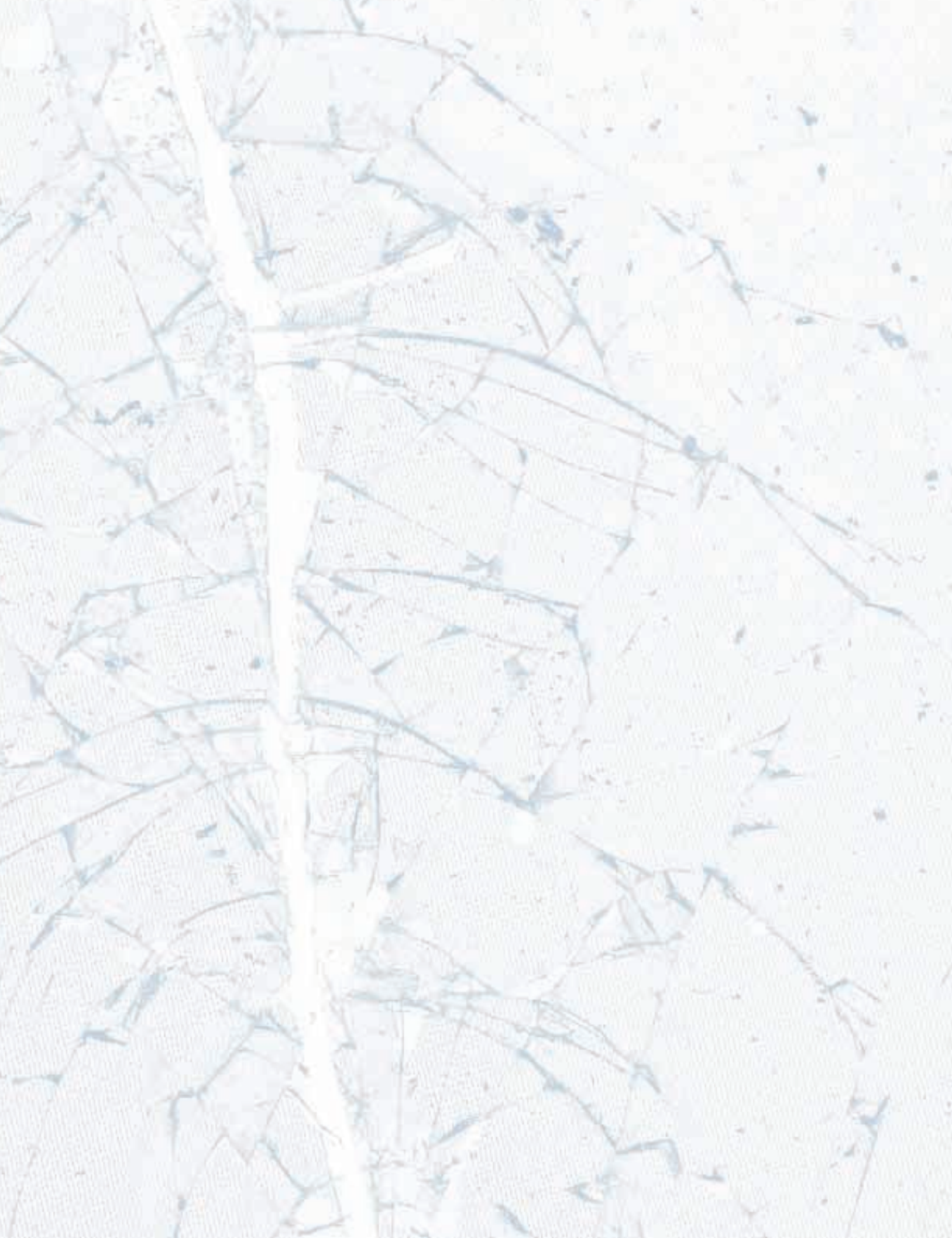




ANNUAL REPORT 2011-12

education for participatory democracy







EDUCATION FOR PARTICIPATORY DEMOCRACY



**ANNUAL
REPORT
2011-2012**



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NOTE FROM THE CHAIRPERSON

PRIA had the unique opportunity to reflect on 30 years of its existence and a major aspect of its celebration has been to touch base with all experiences, partnerships and institutional networks that it has been a part of, which it set up or supported. For the staff and Board of Trustees, this exercise refreshed our memories, helped us embrace the many things PRIA has done well and which people we spoke to seek to resurface in our work, and created a unified foundation for the journey ahead.

These reflections come at a critical period in PRIA's evolution of considering choices it has to make organisationally. Even more important, it comes at a time when the external regulatory environment indicates signs of becoming increasingly regressive in its assessment of decades of evolving and maturing roles of civil society actors and NGOs who seek to facilitate more citizen participation and engage state institutions to explore new ways to fulfil their roles and functions, and for communities to take leadership in delivery of development. Suddenly, definitions of what constitute such activities of institutions so as to qualify for 'not for profit' status is left to the discretion of an income tax officer, and activities in which contracts to deliver services to the poor themselves become the basis of not getting tax exemptions.

PRIA faces a dual challenge in the face of these changing regimes. Will its own body of work which seeks to empower, educate and facilitate participatory research be deemed able to fulfil non-profit status? How can PRIA, from whom many NGO networks expect a representational role for the sector, fulfil this mandate of

defending the roles and contributions that NGOs have been making? These and many such issues come at a time when India's development programme faces so many trials – of resource allocation, delivery and absorption, of monitoring and output assessment, and 'value for money'.

We live in a world whose very foundations are changing and where many tenets of public life, the economic climate and individual morality have been thrown into utter chaos. We all bear the consequences in a globally connected world. It becomes an appropriate time to democratise the 'right to research' for all and to create tools and strategies that allow the frameworks of information gathering, collective reflection and analysis and choices for action to be made available beyond hallowed and exclusive institutions. Participatory research and practices facilitate that.

The UNESCO Chair in Community Based Research and Social Responsibility in Higher Education aims to promote this. Rajesh Tandon, the president of PRIA, has been invited to be the first co-Chair. This demonstrates the great value placed internationally on issues of participatory research and on recognising the role and contribution that Dr Tandon has made to this field and PRIA's practice, which benefits through his leadership. Please join the Board and staff of PRIA in celebrating this appointment, and look forward to a body of work which will advance the field of participatory research and practice.

Sheela Patel



OVERVIEW

This is the 30th Annual Report of Society for Participatory Research in Asia (PRIA).

During the year, the team at PRIA reflected on the meaning of the organisational journey of three decades by 'reconnecting with our roots'. All staff in PRIA travelled across the country to 14 states, visiting our partners and field areas from the 1980s up to the 2000s. The experience of reconnecting, and the messages we received from our partners and the communities PRIA had worked with, overwhelmed us. It held up a mirror to what we had done well, where we had failed and how we could improve – and strengthened our belief that Knowledge *Is* Power. The day-long reflections on 6 February 2012 with members of the Governing Board and several key partners identified possible directions for the future, which will be the basis for re-working our way ahead.

The past year has been a particularly challenging period in the country and beyond. Citizens' uprisings and protests around the world for freedom and citizenship claims are moving in tandem. Millions of poor and marginalised households continue to face deprivations. Deficits in democratic governance in India have deepened, with large-scale corruption scams making headlines regularly. The Indian state, as many around the world, has begun to tighten the noose around all voices which question the policies of economic development that accentuate inequality and pauperisation of our society. This has only reinforced our

commitment to strengthening civil society at the grassroots.

It is in this context that PRIA's work during 2011-12 is being presented here. Readers will notice substantial continuity with work that has been ongoing over the past few years; in fact, sustaining our efforts to broaden citizen participation and deepen democratic governance has been PRIA's strength.

There have been some very major innovations during the year. A nation-wide campaign to promote civil society voices on urban poverty has been launched. A new partnership has been forged with Oslo Governance Forum. PRIA has started working in the area of conflict and governance. Policy advice was offered to the Planning Commission on Strengthening Community Engagement by Institutions of Higher Education. These and many other examples of the emerging impacts of PRIA's interventions can be perused inside.

To a reader of this report not closely associated with PRIA's work, it may appear that a wide range of programmes are being implemented in different locations and on different themes. Do they have any coherence? What do they add up to? At the core of PRIA's work is the commitment to empower the excluded and the marginalised to become active citizens and claim their rights. PRIA supports this through a combination of collectivisation and learning. Various **action learning** projects are designed to facilitate such processes with women,

dalits, tribals, urban poor, youth, and other marginalised communities. **Systematisation of knowledge** from these experiences provides inputs into other programmes.

PRIA recognises that many other development actors are similarly engaged in the country. In order to gain scale of impact through shared learning and actions, PRIA **convenes platforms** on specific issues related to its own work. Some of these platforms are trans-national in reach so that larger coalitions can be built for **policy dialogue and advocacy**. Various governmental and inter-governmental bodies in India and abroad call upon PRIA to provide specific **policy advice** based on expertise developed through the above interventions.

A large part of PRIA's programmes contributes to **human and institutional capacity enhancement** of government, civil society and academia. Capacity development in PRIA is understood within the framework of **life-long learning and education**. Knowledge gathered through its practical projects, and those of its partners, is then synthesised and shared in the form of distance education courses, face-to-face training workshops, on-site facilitation and ongoing dissemination of learning materials.

It is not always that an indigenous civil society organisation completes 30 years of its journey with meaning. The continued relevance of the

types of work that PRIA has been undertaking was vividly brought to the fore in the conversations held with hundreds of grassroots partners. International supporters of PRIA continue to engage with its perspectives and methodologies. The launch of a new knowledge portal –www.practiceinparticipation.org – is intended to further strengthen such global exchanges.

It is important to acknowledge the support of many organisations, donors, partners and individuals who have stayed actively engaged with PRIA through this 30 year journey. We are proud of our association with DVV International, Ford Foundation and SDC. We are deeply appreciative of the partnership and leadership guidance from all our former and current Governing Board members. We are especially pleased that Prof Dave L. Brown and Ms Jane Covey spent a few weeks with us in January 2012 to build our capacities and nudge our critical analysis, as they have been doing for more than three decades.

Thank you all – my colleagues at PRIA, our partners and the hundreds of citizen activists who struggle daily to improve lives in their communities.

Rajesh Tandon
President
1 August 2012



STRENGTHENING ACTION LEARNING



PRIA'S APPROACH TO EMPOWERMENT OF THE POOR AND THE MARGINALISED IS ORIENTED TOWARDS A LEARNING PROCESS. THROUGH THE ACTION-REFLECTION-ACTION CYCLE, PRIA DEVELOPS NUMEROUS INNOVATIONS, METHODS AND TOOLS THAT SUPPORT EMPOWERMENT OF THE EXCLUDED.

During the year, several new projects as pilots were initiated based on the action learning approach. The action learning approach includes a cyclical process of action-reflection-action. The reflection phase assists in drawing valuable learnings from different thematic interventions. This approach ensures that critical learnings are derived from the interventions undertaken, and these learnings are systematically applied when designing the next phase of action. The action learning approach is thus useful not only in generating valuable thematic learnings but also in facilitating informed action, leading to transformation.

ENSURING SOCIAL ACCOUNTABILITY IN MUNICIPALITIES

PRIA received support from the Ford Foundation to promote social accountability in urban local bodies (ULBs) under the project 'Democratising Urban Governance: Promoting Participation and Social Accountability' in Bihar, Chhattisgarh and Uttar Pradesh. In the second year of the project (2011-12), municipalities were motivated to disclose their functions, functionaries, funds and beneficiaries by using pro-active disclosure (as mandated in the Right To Information Act). The Citizen Report Card (CRC) was used as a tool to engage people in monitoring services; citizen charters were developed to ensure timely delivery of services; and grievance redressal

systems were established to enable people to register their complaints and get remedies.

In order to demonstrate and promote participatory planning, Ward Development Plans and Area Development Plans were prepared in the cities of Bilaspur (Chhattisgarh) and Bihar Sharif (Bihar).¹ Under this action learning intervention, PRIA supported Bilaspur Municipal Corporation to publish its citizen charter (both in English and Hindi), which was then uploaded on the Bilaspur Municipal Corporation website.² In Varanasi, the municipal corporation established a cell with a helpline number to receive user complaints. However, in Bihar Sharif and Chhapra (Bihar) the actions were not supported by the municipal authorities.

1. The final plans can be viewed at <http://www.pria.org/docs/ward%2043-Bilaspur-%20final.pdf>, <http://www.pria.org/docs/Ward%2045-Bilaspur-%20final.pdf>, and <http://www.pria.org/docs/Ward%20plan-%20ward%2032%20-%20Biharsharif.pdf>.

2. The charter which is placed on the BMC website can be viewed at http://www.pria.org/docs/Citizen_Charter_%28BMC%29_English%20%281%29.pdf and http://www.pria.org/docs/Citizen_Charter_%28BMC%29_Hindi%20%281%29.pdf.



Discussions with slum dwellers to understand their issues

PRIA organised a national consultation in collaboration with All India Institute of Local Self-Government (AIILSG, Mumbai) on Citizen Engagement in Urban Governance on 14 and 15 December 2011 at Pune. More than 55 participants from 10 states participated and shared their experiences.

Research on understanding the issues affecting and assessing the participation capacities of slum dwellers in Bihar and Chhattisgarh was also undertaken during this year.

FACILITATING SOCIAL AUDIT IN URBAN ANTI-POVERTY PROGRAMMES

On the suggestion of the National Technical Advisory Group (NTAG), formed under the Jawaharlal Nehru National Urban Renewal Mission (JnNURM), the Ministry of Housing and Urban Poverty Alleviation decided to engage a few agencies to conduct social audits of the Basic Services to the Urban Poor (BSUP) programme and the Integrated Housing and Slum Development Programme (IHSDP) under JnNURM. The purpose was

to develop and propose new methodologies related to social audit (particularly those that promote participation) for the new scheme, Rajiv Awas Yojana. School of Planning and Architecture, New Delhi and PRIA jointly conducted the social audit of the Small Flat Scheme, 2006 project which was implemented as part of the BSUP component of JnNURM in Chandigarh.

It included selection of the audit committee, identification of citizen leaders, orientation of the community on BSUP, facilitating primary survey, undertaking public meetings and discussions with stakeholders, organising a public hearing on 17 July 2011 and follow up of the audit process.

On the basis of the experiences shared by PRIA and other agencies (engaged in similar processes at other locations in the country), the Ministry of Housing and Urban Poverty Alleviation has revised its guidelines in 2011 and incorporated aspects related to social audit from the project preparation stage.

**RAISING CITIZENS' VOICES, MAKING MUNICIPALITIES
ACCOUNTABLE**

LAKHAN SINGH, A RESIDENT OF ARVIND NAGAR WHICH COMES UNDER WARD No. 45 OF BILASPUR MUNICIPAL CORPORATION (BMC), WAS EXTREMELY DISSATISFIED ABOUT THE WATER SUPPLY SERVICE BY BMC IN HIS WARD. THERE ARE THREE HAND-PUMPS, BUT NONE OF THEM WERE IN WORKING CONDITION. THE SINGLE POWER PUMP PROVIDED HAD NO ELECTRICITY CONNECTION, AND HENCE WAS UNUSABLE.

AN ACTIVE CITIZEN, LAKHAN SINGH WENT TO THE BMC OFFICE TO LODGE A COMPLAINT. HE TRIED TO GET INFORMATION ABOUT THE LEGAL CHANNEL/MECHANISMS FOR REGISTERING HIS COMPLAINT. HE WAS ASKED TO GO TO THE WATER SUPPLY DEPARTMENT. THERE HE WAS TOLD THAT HE WOULD HAVE TO SUBMIT HIS COMPLAINT IN THE COMMISSIONER'S OFFICE. THEREAFTER, HE PREPARED A COMPLAINT AND SUBMITTED IT. DESPITE REPEATED VISITS TO FIND OUT THE STATUS OF HIS COMPLAINT, HE RECEIVED NO INFORMATION FROM THE CONCERNED OFFICIALS.

IT IS FIRST-HAND CITIZEN EXPERIENCES LIKE THIS WHICH PRIA FOREFRONTED IN DISCUSSIONS WITH THE MAYOR OF BMC TO BUILD CAPACITIES OF URBAN LOCAL BODIES TO HELP IMPROVE DELIVERY OF SERVICES THROUGH CITIZEN CHARTERS AND ESTABLISH A GRIEVANCE REDRESSAL SYSTEM. ADVOCACY AND SUSTAINED CAPACITY DEVELOPMENT OF MUNICIPAL OFFICIALS RESULTED IN BMC DEVELOPING ITS CITIZEN CHARTER AND HOSTING IT (IN BOTH ENGLISH AND HINDI) ON ITS WEBSITE.



BUILDING AND USING THIS KNOWLEDGE, PRIA IS NOW ENGAGED IN ON-SITE FACILITATION AND TRAININGS TO DEVELOP SIMILAR CAPACITIES IN RAJSHAHI (BANGLADESH) AND TAKHMAO (CAMBODIA).

ADDRESSING
VIOLENCE
AGAINST DALIT WOMEN

During the year PRIA intervened to strengthen responsiveness and accountability of local governments to address violence against dalit women in 20 gram panchayats in Sonipat and Ganaur blocks and two wards of Sonipat block in Haryana. A situational analysis of violence against dalit women was undertaken and with PRIA's efforts Social Justice Committees (SJsCs) were formed in all 20 gram panchayats. The first round of orientation of SJC members has been successfully conducted in Sonipat district, wherein SJC members have been trained on their roles and responsibilities and on larger issues of violence against dalit women in their own gram panchayats. Liaison with community based groups and organisations and the media, and preparation and distribution of IEC material has assisted in creating greater awareness and public education on the issue of violence against dalit women.



Village level interface meeting



Media report on orientation workshop of social justice committees



IEC materials



Training of field animators

ESTABLISHING FUNCTIONAL STANDING COMMITTEES

WHILE IT IS IMPORTANT TO ESTABLISH STANDING COMMITTEES OF PANCHAYATS, IT IS EQUALLY IMPORTANT TO ENSURE THEY ARE FUNCTIONAL AND THE COMMUNITY IS MADE AWARE OF THEIR ROLE AND MANDATE. IN THIS CONTEXT, PRIA FORMED SOCIAL JUSTICE COMMITTEES (SJC) IN ALL THE 20 INTERVENED GRAM PANCHAYATS AND BUILT CAPACITIES OF ITS MEMBERS THROUGH TWO ROUNDS OF TRAININGS. MEETINGS OF THE SJC HAVE BEEN REGULARISED AND NORMS DEFINED. PUBLIC AWARENESS ABOUT THE SJC HAS BEEN CREATED THROUGH POSTERS AND WRITINGS ON THE WALL OF THE GRAM PANCHAYAT BUILDING.

A DIALOGUE ON GENDER AND CASTE BASED VIOLENCE HAS BEEN INITIATED IN THE VILLAGES. IN INTERFACE MEETINGS OF THE SJC WITH THE SCHEDULED CASTE COMMUNITY, RELATED SOCIAL ISSUES SUCH AS ALCOHOLISM, VIOLENCE IN SCHOOLS, PROBLEMS OF SANITATION IN SC HAMLETS, ETC, HAVE BEEN RAISED. RESOLUTIONS HAVE BEEN PASSED BY THE SJC TO THE GRAM PANCHAYAT TO HOLD IT ACCOUNTABLE.

FACILITATING IMPLEMENTATION OF PANCHAYAT EXTENSION TO SCHEDULED AREAS ACT (PESA), 1996 IN CHHATTISGARH

Arghyam, a public charitable trust, supported PRIA in conducting an in-depth action research on issues related to the fiscal, administrative and political decentralisation of the governance structure in PESA areas. The project aims to provide evidence of the current functioning of existing governance structures, particularly in the context of management of water bodies; capture the views and perspectives of various stakeholders for an effective governance system and develop ways forward; and initiate a process of change through capacity building support and technical support. The action research is being conducted in five select panchayats of

Korba district, Chhattisgarh, with the help of a partner organisation based in Korba.

The project was formally launched in December 2011. Since then PRIA has organised several interface programmes at the state level. A training-cum-orientation programme was organised on 24 and 25 February 2012 at Raipur to develop a common understanding among all the major stakeholders about the project. A survey was conducted to prepare a status report of all the five gram panchayats on issues related to water availability and management issues. A vision document for each gram panchayat on water will be prepared from the status report. The action research is currently underway, and useful learnings are being generated from the interventions being made by PRIA and its partner.

CONVENING PLATFORMS FOR ADVOCACY



PRIA'S APPROACH TO POLICY ADVOCACY IS BASED ON TWO PRINCIPLES: LEARNING OPPORTUNITIES FOR POLICY-MAKERS AND DIRECT INTERFACE BY LOCAL DEVELOPMENT ACTORS WHOSE ISSUES ARE THE FOCUS OF POLICY ADVOCACY.

Over thirty years, PRIA has conducted numerous multi-stakeholder platforms on a vast variety of critical policy challenges related to citizen participation and democratic governance. In the past year, such multi-stakeholder dialogues have been convened across a variety of sectors such as maternal health, urban poverty and institutional accountability of social justice institutions.

FACILITATING MATERNAL HEALTH AND PREVENTION OF SEX SELECTION

UNFPA began a three-year partnership in 2010 with PRIA to strengthen the response of panchayats on gender in Rajasthan. The project aims to enable panchayats to optimally utilise their mandates and institutional resources to address maternal mortality and sex selection issues. In 2011, PRIA and its partners reached out to 330 gram panchayats across all 16 districts of Rajasthan. Local government functionaries in these panchayats were motivated to advance maternal health and raise consciousness against sex selection in community forums and committees like village health and sanitation committees, gram sabhas and standing committees. State level advocacy workshops were conducted for interfacing with block and district level officials to facilitate inclusion of gram panchayat level learning in block level planning processes and policy change. The state government has agreed to facilitate micro level planning process to improve health services at gram panchayat level, and since January 2012 pilot exercises for village level health planning in 70 gram panchayats from 13 districts is underway.





Preparation of Health Plan in Munda Gram Panchayat of Hanumangarh district, Rajasthan



Community monitoring on maternal health services and other issues in Nagaur district, Rajasthan

STRENGTHENING CIVIL SOCIETY VOICES ON URBAN POVERTY IN INDIA

From June 2011 PRIA and Society for Promotion of Area Resource Centre (SPARC) are working together on a three-year project, ‘Strengthening Civil Society Voices on Urban Poverty in India’, supported by Rockefeller Foundation and Ford Foundation. The project covers 15 states and 45 cities. During the year, capacity building interventions were undertaken which included orientation of PRIA and SPARC teams, exposure visits to Mumbai and Pune, community mobilisation in slums by National Slum Dwellers Federation (NSDF) and Mahila Milan, and slum listing exercise on issues concerning urban slums in various slums of Raipur (Chhattisgarh) and Patna (Bihar).

Through this project, platforms for advocacy have been created. This includes three-day

state level community–CSO–government dialogues organised in Raipur and Patna in November 2011 to sensitise state- and city-level bureaucrats, politicians, NGOs and community based organisations on issues of urban poverty and civil society engagement. The state workshop in Patna led to acceptance and declaration of a slum policy in Bihar. A civil society consultation was organised in January 2012 at Samarthan, Bhopal (Madhya Pradesh).

The project began with a national consultation on 24 and 25 August 2011 in New Delhi on strengthening civil society voices on urban poverty in India. This consultation included representatives from civil society organisations and a broad spectrum of actors from policy-makers to urban planners to researchers. The consultation was useful in shaping the civil society debate within and also to engage with key policy-making institutions and actors on the issue. These consultations have helped the

project team attain knowledge on the present poverty status of the intervention states. It helped create a platform to interact and have regular dialogue with MoHUPA around Rajiv Awas Yojana (RAY) and partner with SNPUPR (technical support agency for MoHUPA) to discuss and disseminate information regarding RAY and other initiatives. The consultations also facilitated the identification and formation of working groups that would assist in the preparation of the policy papers.

Conducting these consultations has helped the project spread to other locations/states where city level efforts to build the capacity of civil society to work on urban poor issues, engagement with city and state governments to influence design and implementation of pro-poor initiatives, and promotion of voices of the urban poor in addressing urban development efforts are being worked upon with the help of identified state anchors/partners.

ENSURING SOCIAL INCLUSION AND INSTITUTIONAL ACCOUNTABILITY

PRIA undertook research studies in collaboration with the Centres for Study of Social Exclusion and Inclusive Policy, which are supported by the University Grants Commission (UGC), and partner organisations on the functioning of statutory commissions (human rights and Scheduled Caste commissions). This study was undertaken in five states – Maharashtra, Karnataka, Uttar Pradesh, Madhya Pradesh and Bihar. In 2010, PRIA had undertaken a similar study in Rajasthan. State level consultations with dalit victims, members of statutory institutions, NGO members and media were held to share and discuss the draft study reports in order to review and get feedback on the recommendations made.

SLUM PROFILING IN RAIPUR

THE SLUM PROFILING EXERCISE CONDUCTED DURING THE CONSULTATION AT RAIPUR HAS INSPIRED THE WARD COUNCILOR OF WARD 55 IN BILASPUR CITY TO MOTIVATE THE COMMUNITY TO PREPARE A SLUM PROFILE OF JHOPARAPADA SLUM ON THEIR OWN. HE HAS ALSO MADE EFFORTS TO MOBILISE AND CONVINCE PEOPLE THROUGH CONDUCTING MEETINGS AND FGDs TO COME TOGETHER AND PREPARE A SLUM DATA BASE.

AVAILABILITY OF SUCH DATA GENERATED FROM THE FIELD, BASED ON PEOPLE'S KNOWLEDGE OF THEIR OWN RESOURCES AND INFRASTRUCTURE, WILL STRENGTHEN PLANNING FOR URBAN SLUMS. PRIA DISSEMINATES SUCH LOCALLY GATHERED KNOWLEDGE IN THE MULTI-LEVEL PLATFORMS IT FACILITATES SO THAT POLICY-MAKERS CAN PLAN BETTER.

3-day workshop on 'Strengthening Civil Society' held

■ Staff Reporter
RAIPUR, Nov 14

THE three-day workshop on 'Strengthening Civil Society Voices on Urban Poverty in Chhattisgarh' started at hotel Aditya on Monday. The workshop organised under the joint auspices of PRIA Raipur and SPARC Mumbai, two non-government organisations, will conclude on November 16. Urban Administration and Development Department Secretary RP Mandal inaugurated the workshop.

Workshop began with a formal introduction of subject presented by SPARC Mumbai Sumar Burra. After this, Mahesh Dhandole of PRIA informed in detail about the activities of PRIA, which mainly include Participant Urban Planning Citizen Report Card, Social Accountability in Urban Administration and Strengthening of Citizen Forum.

Dr Khatibolla of DFID gave presentation on Rajeev Awas Yojana, which followed by the queries by participants. RP Mandal, while laying emphasis on community participation, said that public participation could be

obtained by assuring them about the proposed project. State Urban Development Agency Chief Executive Officer Prem Kumar Jain informed about the different works being done under Jawaharlal Nehru National Urban Renewal Mission (JNNURM). Raipur Municipal Corporation (RMC) Planning Department Deputy Commissioner SK Sundarani shared the experiences of rehabilitation work of families from Telibandha.

In the second session of the workshop, the experiences of National Slum Developer Federation and Mahila Milan Mumbai were shared with the participants. On the second of workshop, tour will be made of Gopal Nagar Chandi Nagar Slum for community mapping and profiling. Slum dwellers and NGO members from Bilaspur, Bhalai, Raipur and Korba were also present during the workshop.

TERRA URBAN

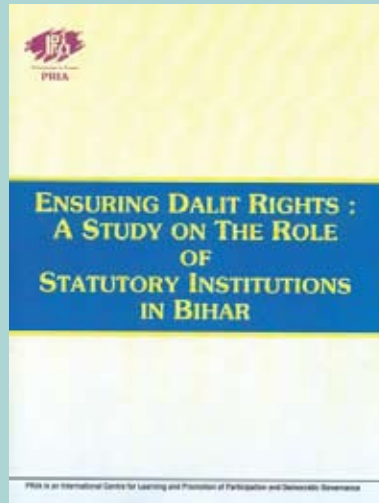


TERRA URBAN — FACILITATED BY SOCIETY FOR PARTICIPATORY RESEARCH IN ASIA (PRIA) AND SOCIETY FOR THE PROMOTION OF AREA RESOURCE CENTRES (SPARC) — IS ENVISIONED AS A THINK-DO TANK TRACING URBAN ISSUES, STRENGTHENING THE VOICE OF CIVIL SOCIETY ON URBAN POVERTY, CREATING A PLATFORM TO BRING FORTH VARIOUS ACTORS, STAKEHOLDERS AND VISIONS AND GENERATING ACTION RESEARCH. TERRA URBAN AIMS TO:

- BE AN EXCHANGE PLATFORM
- BE A KNOWLEDGE PORTAL
- FACILITATE KNOWLEDGE CREATION AND ACTION RESEARCH
- FACILITATE CREATION OF A NETWORK OF CSOs/NGOs/ACADEMICIANS/PROFESSIONALS/COMMUNITY MEMBERS AND VARIOUS OTHER STAKEHOLDERS.

JOIN THE DISCUSSION AT [HTTP://TERRAURBAN.WORDPRESS.COM/](http://terraurban.wordpress.com/)

ENSURING DALIT RIGHTS THROUGH STATUTORY INSTITUTIONS



THE STUDIES ON THE ROLE OF STATUTORY INSTITUTIONS IN ENSURING DALIT RIGHTS BUILDS ON THE WORK PRIA HAD DONE IN THE DEVELOPMENT AND ENGAGEMENT OF SC LEADERSHIP, PARTICULARLY IN THE STATES OF RAJASTHAN, HARYANA AND BIHAR. THESE STUDIES HAVE PROVIDED A TOOL FOR ADVOCACY TO IMPRESS UPON THE GOVERNMENT AND OTHER STAKEHOLDERS THE NEED TO STRENGTHEN STATE COMMISSIONS, OTHER INSTITUTIONS AND FORUMS FOR PROTECTING DALITS AND WEAKER SECTIONS FROM INJUSTICE, DISCRIMINATORY TREATMENT AND SOCIETAL VIOLENCE.

THE BIHAR STUDY HAS RESULTED IN THE ISSUE OF LONG PENDING VACANCIES, WHICH WAS CHRONICALLY PARALYSING THE FUNCTIONING OF THE COMMISSIONS, BEING DEBATED AND HIGHLIGHTED IN THE MEDIA. THE CURRENT RULING POLITICAL ALLIANCE IN THE STATE ACTED QUICKLY AND APPOINTED THE CHAIRPERSON AND A MEMBER OF THE MAHADALIT COMMISSION, AND FILLED THE VACANCY IN THE BIHAR STATE HUMAN RIGHTS COMMISSION.

THE STUDY ALSO DREW ATTENTION TO THE LACK OF AWARENESS AMONG KEY COMMUNITIES. THE BIHAR STATE SCHEDULED CASTE COMMISSION FLOATED A TENDER FOR AN AWARENESS PROGRAMME ON CONSTITUTIONAL AND LEGAL SAFEGUARDS FOR SCHEDULED CASTES COVERING ALL DISTRICTS OF BIHAR.

FORGING GLOBAL PARTNERSHIPS



PRIA'S JOURNEY OF THE PAST THREE DECADES IS CLOSELY LINKED WITH ITS LOCAL INTERVENTIONS IN INDIA AND MANY INTERNATIONAL DEVELOPMENT ACTORS. IT WORKS TO PROMOTE AND NURTURE SEVERAL INTERNATIONAL NETWORKS AND THOSE ENGAGED IN ADVOCACY IN SEVERAL INTERNATIONAL DEVELOPMENT AGENCIES.

Over the past few years, systematic efforts have been made to build global partnerships around the broad theme of citizen participation and democratic governance. In 2011, several initiatives were realised to strengthen such partnerships.

ASIAN COALITION ON DEMOCRATIC LOCAL GOVERNANCE

A programme to facilitate strengthening of an Asian coalition on democratic local governance was initiated. Under this, two research interventions were undertaken. The first was *Capacity Building of Local Governance*, covering Bangladesh, Sri Lanka and Pakistan, with primary data collected by selected partners – Wave Foundation in Bangladesh, Federation of Local Governments in Sri Lanka and South Asia Partnership in Pakistan. Secondary data was collected from India, Indonesia and Cambodia. Country reports and two case studies each from Bangladesh, Pakistan and Sri Lanka and one regional synthesis report are significant outcomes of this initiative.³

The second research project, *Democratic Accountability and Citizen Participation in Local Governance*, covered Bangladesh, Sri Lanka and Nepal from where primary data was collected, supplemented by secondary source data from India and Philippines. PRIIP Trust in Bangladesh, Centre for Policy Analysis/South Asia Partnership in Sri Lanka and Institute for Governance and Development/PRO-PUBLIC in Nepal undertook the research in their countries.⁴

Under the Asian coalition programme, the Asian Regional Conference on Effective Local Governance: Accountability, Participation

and Inclusion was organised in Kathmandu, Nepal from 2 to 4 June 2011 by PRIA, Local Governance Initiative South Asia (LoGIn), Logo Link South Asia and Institute for Governance and Development (IGD). The Rt. Hon'ble Prime Minister of Nepal, Mr. Jhala Nath Khanal, inaugurated the conference, which was also attended by Mr. Jagath Balasuriya, Hon'ble Minister, Ministry of National Heritage, Government of Sri Lanka and Ms. Urmila Aryal, Hon'ble Minister, Ministry of Local Development, Government of Nepal. The conference was attended by 110 participants from 26 countries from South Asia, South East Asia, Latin America, Canada, Africa and Europe. The conference served as a multi-stakeholder platform of civil society organisations, academicians, government and donor agencies to engage in debate and discussion on strengthening local governance in the Asian region.

The rich discussions and deliberations during the conference led to the formulation of a common agenda and recommendations that focused on strengthening local governance. These ranged from greater emphasis on capacity building and policy advocacy to building networks and collaborations at the regional level.⁵

LOGO LINK PROGRAMME

During the year PRIA undertook a range of activities for the South Asian region under the Logo Link programme, which included

³ See <http://www.pria.org/Capacity%20Development%20of%20LGI%20Dec%2711.pdf>.

⁴ See <http://www.pria.org/Democratic%20Accountability%20in%20LGI%20Dec%2711.pdf>.

⁵ Complete conference report can be accessed at <http://www.pria.org/docs/ARC%20Report.pdf>.

CAPACITY BUILDING OF LOCAL GOVERNANCE

KEY RESEARCH FINDINGS

CAPACITY DEVELOPMENT CANNOT BE VIEWED THROUGH A NARROW PRISM OF TRAINING OF INDIVIDUALS BUT ALSO NEEDS TO FOCUS ON DEVELOPING CAPACITY AT INSTITUTIONAL AND SOCIETAL LEVELS, WITH PARTICULAR FOCUS ON BUILDING HORIZONTAL LINKAGES. FURTHER, EFFORT NEEDS TO BE MADE TO ENHANCE THE MATERIAL BASE FOR THE SUSTENANCE OF LOCAL GOVERNANCE INSTITUTIONS WHICH REQUIRES CAPACITY ENHANCEMENT INTERVENTIONS THAT FOCUS ON MOBILISING LOCAL RESOURCES. TO PROMOTE EFFECTIVE PARTICIPATION, THE NEED IS TO BUILD NETWORKS AND COLLABORATIONS OF DIFFERENT ACTORS AT REGIONAL AND LOCAL LEVELS TO TAKE UP ISSUES OF PARTICIPATION AND ACCOUNTABILITY THROUGH LOCAL GOVERNMENT. HENCE, CAPACITY DEVELOPMENT HAS TO BE AN INTEGRATED APPROACH.

OTHER FOCUS AREAS NEED TO INCLUDE DEVELOPING INDIVIDUAL LOCAL LEADERSHIP, DEVELOPING SKILLS THAT ARE NECESSARY TO FUNCTION IN LOCAL GOVERNANCE INSTITUTIONS (LGIS), PROGRAMMES FOR PROMOTING ATTITUDINAL CHANGE IN OFFICIALS AT ALL LEVELS, CREATING INSTITUTIONAL MECHANISMS SO THAT THE LGIS FUNCTION AS TRANSPARENT AND ACCOUNTABLE INSTITUTIONS AND, MOST SIGNIFICANTLY, BUILDING AN ACTIVE, ENGAGED AND INFORMED CITIZENRY.

DEMOCRATIC ACCOUNTABILITY AND CITIZEN PARTICIPATION IN LOCAL GOVERNANCE

KEY RESEARCH FINDINGS

THE PRESENCE OF CERTAIN FAVOURABLE CONDITIONS OR ENABLING FACTORS CAN BE CRUCIAL FOR THE SUCCESS OF SOCIAL ACCOUNTABILITY MECHANISMS. THESE ENABLERS HAVE BEEN IDENTIFIED AS SUPPORTIVE LAWS AND INSTITUTIONS; POWER OF INFORMATION; INFORMATION, COMMUNICATION AND TECHNOLOGY AS MOBILISER; LOCAL CAPACITY BUILDING; LOCAL OWNERSHIP; DEVELOPMENT OF COALITIONS AND WIDER CONSTITUENCIES. AN ANALYSIS OF THE ENABLING FACTORS REVEALS THAT CONSTITUTIONAL PROVISIONS NEED TO BE COMPLEMENTED BY LEGAL PROVISIONS AND POLICIES.

THE IMPACT AND EFFECTIVENESS OF DIFFERENT SOCIAL ACCOUNTABILITY MECHANISMS WAS VARIED IN DIFFERENT COUNTRIES. THE CASE STUDIES SHOW EVIDENCE OF SIGNIFICANT IMPROVEMENTS, BOTH FOR GOVERNMENT AUTHORITIES AND THE PEOPLE. BESIDES IMPROVEMENT IN PUBLIC SERVICE DELIVERY AND A POSITIVE CHANGE IN THE ATTITUDE OF GOVERNMENT OFFICIALS, SYSTEMATIC CHANGES LIKE THE FORMATION OF STANDING COMMITTEES FOR THE MARGINALISED IN BANGLADESH, ESTABLISHMENT OF AUDIO CITIZEN'S CHARTER IN NEPAL AND CITIZEN'S CHARTER IN SRI LANKA CAME ABOUT. SOCIAL ACCOUNTABILITY MECHANISMS PROVED TO BE EMPOWERING TOOLS FOR THE MARGINALISED IN NEPAL AND BANGLADESH, TAUGHT THEM TO NEGOTIATE AND NETWORK WITH THE LOCAL GOVERNMENT AND CHALLENGE THE POWER STRUCTURE IN SOCIETY THROUGH THEIR COLLECTIVE VOICE. SIMILARLY, CITIZEN MONITORING OF WATER AND SANITATION IN URBAN AREAS CONDUCTED BY PRIA IN ITS PROJECT 'WARD WATSAN WATCH (W3)' INITIATED THE PROCESS OF CREATING A BETTER INFORMED AND ENGAGED CITIZENRY AND IMPROVED PEOPLE'S PARTICIPATION IN RAISING ACCOUNTABILITY ISSUES WITH LOCAL GOVERNANCE BODIES.

systematisation of Logo Link South Asia's past knowledge products under three research themes, namely, participatory planning in local governance, legal framework for citizen participation in local governance and resources, and citizen engagement and democratic local governance (ReCitE). In addition, five papers were produced as an effort to systematise knowledge under the theme of local governance in South Asia. PRIA along with Polis Institute also hosted the annual planning meeting of Logo Link partners in Kathmandu, Nepal, from 6 to 9 June 2011, wherein LogoLink partners discussed the status of civil society and deliberated on the purposes, role and strategies of LogoLink.

INTERNATIONAL CONFERENCE ON MONITORING & EVALUATION

PRIA in collaboration with INTRAC, UK and PSO, Netherlands co-organised an international conference on evaluation from 14 to 16 June 2011 in the Netherlands which examined the key elements and challenges confronting the evaluation of international development. The conference was attended by representatives from the South and the North; developing, transitional and developed countries; those engaged with international cooperation as well as civil society independent of the architecture of international aid. The conference tried to link with other pre-existing initiatives so that learnings from these initiatives could be shared with a wider audience. These initiatives included the Thematic Learning Group on PM&E of PSO, Netherlands (in which PRIA played an advisory role) and Strengthening Learning Centred PM&E Systems for Trans-national Networks of Urban Poor in Asia and Africa (which was a joint initiative of the Rockefeller Foundation, SDI, PRIA and IPA).

OSLO GOVERNANCE FORUM

PRIA in collaboration with Oslo Governance Centre organised the Oslo Governance Forum (OGF) from 3 to 5 October 2011 in Oslo, Norway. The OGF focused on participation, accountability and democracy. PRIA, as one of the co-organisers, hosted the theme on 'Strengthening Public Service Delivery'. PRIA also facilitated and supported the participation of some of its Asian partners from Cambodia, Philippines, Nepal, Bangladesh and India who participated in other sessions of the forum. The deliberations in the forum resulted in a set of principles on democratic governance assessment for the consideration of practitioners, promoters and supporters of democratic governance, including governments, donor agencies, international organisations, civil society, citizen groups and media.

In continuation to the OGF held in 2011, a national consultation on 'Democratic Governance in India Today' organised by PRIA and Action Aid was held in New Delhi, India on 13 March 2012. The discussions in the consultation revolved around the following themes:

- Democratic Governance in India Today: Challenges and Opportunities
- Movements towards Transparent and Accountable Democratic Governance in India: Role of Citizen Monitoring and Governance Assessments
- Challenges of Political Accountability in India
- South-South Collaboration for Improving Democratic Governance: Role of Indian Civil Society
- Towards the Future of Democratic Governance Across the World: Post-2015 Development Agenda

GLOBAL PARTNERSHIP NEWSLETTER

Global Partnership, the quarterly newsletter of PRIA Global Partnership (PGP), was launched in February 2011. Four issues of the newsletter have been published which can be accessed at <http://www.pria.org/about-pria/our-divisions/pgp/pgp-newsletters>. The newsletter provides a platform for exchange of knowledge and learning on different themes and areas for development practitioners and researchers from across the globe, and will also assist in sharpening debates on various contemporary development discourses. The newsletter has a readership of more than 7000 readers across the world, which includes representatives of civil society organisations, donor agencies, research institutions and government departments. *Global Partnership* focuses on a particular theme every quarter and invites contributions from development practitioners and researchers.

CULTURES OF GOVERNANCE AND CONFLICT RESOLUTION IN EUROPE AND INDIA (CORE PROJECT)

The CORE project seeks to examine the relationship between governance and conflict in the post-Cold War era which calls for a change in the traditional nation state's ways of dealing with conflicts. The project idea was developed as part of a collaborative research proposal submitted to the EU under the 7th framework for research by the project holder, Peace Research Institute Oslo (PRIO). The consortium includes three other Indian partners besides PRIA and five Europe based research organisations. CORE analyses the premises and operation of governance initiatives

in the process of conflict transformation through fieldwork, qualitative analysis and theory development. The specific locations were chosen by the project holders (PRIO) on the basis of the existence of active (militarised) conflict in these pockets. In India, it includes Jammu and Kashmir, North East, Bihar and Jharkhand with field sites distributed between different partners. PRIA is involved in the fieldwork in Jammu and Kashmir and Jharkhand.

The 11 partners met in Berlin on 27-28 June 2011 at the Berghoff Foundation to share views emerging from preliminary fieldwork on the set of premises that appeared to be informing governance initiatives in conflict areas as diverse as Georgia, Bosnia, Cyprus, Jammu and Kashmir, North East India, Jharkhand and Bihar.

The occasional papers and think pieces from project partners in both Europe and India published by Berghoff Foundation capture the diversity of perspectives. PRIA's contribution was titled '*Pacification is not peacebuilding: Why special economic packages and special legislations do not work in Jammu and Kashmir?*'⁶

The field trips by PRIA to the Kashmir valley in October and November 2011 engaged with the election to the offices of local self-government at the village level or the panchayat elections.⁷ The meeting of the project partners in Delhi in December 2011 provided a context to share findings from the field in both Europe and India and the midterm conference on 18 and 19 March 2012 at Varanasi was both a stocktaking exercise to share research findings from the field as well as get feedback from the advisory committee on the direction that the project was taking.

⁶ The complete paper can be accessed at <http://www.berghof-conflictresearch.org/documents/publications/boc32e.pdf>.

⁷ Field notes on 'Conducting Participatory Research in Jammu and Kashmir' can be accessed at <http://www.pria.org/core-project-description-events-resources/field-notes>.



Conducting participatory research in conflict areas



CULTURES OF GOVERNANCE AND CONFLICT RESOLUTION IN EUROPE AND INDIA

EMERGING FINDINGS

APART FROM THE DIVERSE CONTEXTUAL SETTINGS, THERE WERE TWO IMPORTANT POINTS OF DEPARTURE. FIRST, WHILE THE CONFLICTS IN THE EUROPEAN THEATRES ARE CURRENTLY 'FROZEN' ETHNO-POLITICAL ONES, IN INDIA THE CONFLICTS CONTINUE TO BE CHARACTERISED BY A HIGH DEGREE OF MILITARISATION OF STATE AND SOCIETY. SECOND, WHILE THE EU NORMS PLAY AN IMPORTANT ROLE IN GOVERNING THESE CONFLICTS AND THE INTERFACE OF THESE EU NORMS WITH MORE LOCALLY DRIVEN INITIATIVES IS AN IMPORTANT AREA OF CONCERN FOR THE EUROPEAN CONFLICTS UNDER STUDY, THERE IS NO COUNTERPART OF SUCH EU-LIKE NORMS THAT SET STANDARDS OF GOVERNANCE IN CONFLICT AREAS AS FAR AS INDIA IS CONCERNED.

POLICY ADVICE



AS PRIA HAS DEVELOPED EXPERTISE IN DIFFERENT ASPECTS OF CITIZEN PARTICIPATION AND DEMOCRATIC GOVERNANCE OVER THE PAST THREE DECADES, IT HAS OFTEN BEEN INVITED TO OFFER POLICY ADVICE TO NATIONAL AND PROVINCIAL GOVERNMENTS, UN AGENCIES, INTERNATIONAL DEVELOPMENT BANKS AND BILATERAL DEVELOPMENT AGENCIES.

In the last year, PRIA has been called upon to deliver policy advice on promoting citizen participation in democratic accountability of local governments in Mongolia, the Ministry of Panchayati Raj (MoPR) and Ministry of Urban Development, Government of India, and for the Department of Panchayati Raj and Rural Development (PR & RD), Government of Chhattisgarh.

PRESIDENT'S OFFICE OF MONGOLIA

On request from the President's Office of Mongolia, International IDEA initiated an Expert Mission on Citizen Participation in Democratic Governance in Mongolia from 5 to 14 September 2011. The expert mission comprised of representatives from PRIA, Voter Education Center, Mongolia and International IDEA, Sweden. The mission, with the support from the President's Office, interviewed a number of citizens, representatives from civil society organisations and business organisations, members of the Mongolian national parliament, public officials, elected representatives of local governance institutions, academia, media and donors. Based on these interviews, background papers were prepared to assess the current opportunities and constraints to citizen participation in Mongolian society and polity. Draft recommendations were presented to policy-makers and a broad section of Mongolian citizens. The purpose of the recommendations is to enable the Government of Mongolia to formulate appropriate legislation, policies and a roadmap to ensure citizen participation in democratic governance and development of Mongolian society.

MINISTRY OF PANCHAYATI RAJ (MOPR)

PRIA provided policy advice to the Ministry of Panchayati Raj (MoPR), Government of India on the Panchayat Empowerment and Accountability Incentive Scheme (PEAIS).

PEAIS was introduced in 2005-06 by MoPR to incentivise states to empower panchayats. Till 2010-11, PEAIS focused only on incentivising states vis-à-vis devolution. From 2011-12 MoPR has decided to expand this scheme to cover incentivisation of panchayats based on their performance as well. To revise the guidelines of PEAIS, MoPR organised several rounds of consultations. During these consultations, PRIA provided inputs and advice to help identify and award better-performing panchayats.

MINISTRY OF URBAN DEVELOPMENT

PRIA in collaboration with Deloitte Touché Tohmatsu India Pvt. Ltd. undertook a third party evaluation of the JnNURM project for the Ministry of Urban Development, Government of India. The evaluation included completing the appraisals of identified cities under the project and submitting a report to the ministry for further enhancement of deliverables under the mission. In the current year, JnNURM project appraisals were done in four states (Chhattisgarh, Madhya Pradesh, Daman and Diu) and the reports of the four cycles (including the second cycle) have been finalised.

DEPARTMENT OF PANCHAYATI RAJ AND RURAL DEVELOPMENT, GOVERNMENT OF CHHATTISGARH

PRIA is supporting the Department of Panchayati Raj and Rural Development (PR &

RD), Government of Chhattisgarh in preparing a roadmap for Panchayati Raj Institutions (PRIs) in the state. This exercise aims to strengthen the functioning of PRIs as per their constitutional mandate and to increase citizens' participation in decision-making on issues that directly affect them. This project undertaken by PRIA is part of the European Commission State Partnership Programme (EC SPP), Chhattisgarh. Developing the roadmap included preparation of a methodology for the roadmap and undertaking thematic consultations at state and district level with stakeholders. A two-day state level consultation was organised at Raipur on 28 and 29 February 2012. The present functioning of PRIs is being assessed through a field study in two sample districts – one a PESA district (Bastar) and the other a non-PESA district (Mahasamund). Review of the activity mapping of the state has been completed for the themes under consideration, which include primary health, primary and secondary education, nutrition (public distribution system) and livelihoods (including Minor Forest Produce [MFP] and MGNREGA).

STATE PANCHAYAT PERFORMANCE ASSESSMENT COMMITTEE IN CHHATTISGARH

PRIA also worked as a member of the State Panchayat Performance Assessment Committee

(SPPAC) in Chhattisgarh. The role of this committee was to review the whole process of selection of panchayats at various levels (gram panchayat, intermediary panchayat and district panchayat). PRIA was also part of a team of trainers that conducted trainings for the national level field verification teams set up by the Ministry of Panchayati Raj (MoPR). The trainings were organised in two batches during 19-20 January 2012 at IIPA, New Delhi and 23-24 January 2012 at YASHADA, Pune. PRIA also provided suggestions to MoPR on their draft roadmap for panchayati raj (2011-2016) and on the Management Devolution Index for centrally sponsored schemes.

PLANNING COMMISSION, GOVERNMENT OF INDIA

PRIA served on the Task Force set up by the Planning Commission's education division to prepare recommendations for the forthcoming 12th Five Year Plan on 'Strengthening Community Engagement by Institutions of Higher Education'. The experiences gained by PRIA through its national and international work on bridging the community-academia divide proved valuable in this regard. Detailed background notes were prepared which the Task Force adopted for its recommendations to the Planning Commission due in September-December 2012.



FACILITATING EDUCATION & LIFE-LONG LEARNING



PRIA'S EDUCATIONAL COURSES ARE OFFERED WITHIN THE FRAMEWORK OF LIFE-LONG LEARNING AND ADULT EDUCATION. THROUGH THESE COURSES, HUMAN AND INSTITUTIONAL CAPACITY OF DEVELOPMENT ACTORS SUCH AS GOVERNMENT, CIVIL SOCIETY, PRACTITIONERS AND ACADEMIA IS BUILT. CAPACITATED AND INFORMED DEVELOPMENT ACTORS HELP TO REINFORCE THE PROCESS OF SOCIAL CHANGE.

PRIA's course teaching is undertaken through online Open Distance Learning (ODL), reaching out to adult learners through self-instructional learning packages and systematised teaching methods. From December 2011 online instruction is through an Internet-based, customised, e-learning management software called Moodle. In the past year PRIA focused on substantial revision of its existing courses, development of new courses and teaching.

EDUCATIONAL COURSES

CERTIFICATE COURSES: Seven certificate courses were offered in 2011. These include International Perspectives in Participatory Research (IPPR); International Perspectives in Participatory Monitoring and Evaluation (IPPME); International Dimensions in Adult Education and Lifelong Learning; Occupational Health and Safety (OHS); Civil Society Building; Understanding Gender in Society; and Panchayati Raj Institutions. A total of 104 students enrolled for the April 2011 intake for all the courses offered, of which 30 were international students and 74 were from India. In the October 2011 offering, 84 students enrolled for three courses (IPPME, IPPR and OHS), of which 20 were international students and 64 were Indian students. In all, there were 50 international students and 138 Indian students.

Besides this, two new certificate courses have been developed, namely, Participatory Training Methods and Local Self Governance. These two courses have been included in the April 2012 offering. In October 2012, a new certificate course on Social Accountability will be launched. Revision of four certificate courses (IPPR, IPPME, Gender and OHS) has been undertaken to adapt them to the learning priorities of practitioners in the region, especially those practicing at the grassroots. Besides content review, these three month certificate courses are now designed to be six month courses in accordance with standard

practices of universities and lend themselves to accreditation with institutions of higher education.

MASTER'S COURSE: PRIA in collaboration with IGNOU is also running a Master of Arts in Participatory Development (MAPD). Since its inception in July 2010, four batches of the programme have been launched, once every six months, and in all 33 students have enrolled in the different offerings of this modular degree programme. Since January 2012, online interactions are being facilitated on the Moodle platform and some new field placement centres for the field work component of the programme have been identified.

APPRECIATION COURSES: In keeping with its philosophy to disseminate information and build knowledge in ways that suit the needs of varied development actors, PRIA has developed and launched 9 new Appreciation Courses. These appreciation courses which are of 10-week duration have an element of self-study built in to the course material and require minimal interaction, since the material is comprehensive and self-explanatory. The following courses were developed:

- Activity Mapping
- Integrated District Planning
- Urban Planning
- Social Audit
- Social Inclusion

- Women's Political Empowerment and Leadership
- Prevention of Sexual Harassment in the Workplace
- Concepts and Trends in Adult Education Programmes
- Designing Adult Education Programmes
- Monitoring Adult Education Programmes

The pilot testing of these appreciation courses was done between December 2011 and April 2012, and the courses will be offered through 2012.

PROGRAMME STUDY CENTRE OF IGNOU:

In July 2012, a Programme Study Centre of IGNOU will begin to function in PRIA in relation to the launch of a distance education postgraduate programme in women's and gender studies. Administrative procedures and physical preparations for the same were initiated during the year.

EXPOSURE AND INTERNSHIP PROGRAMMES

EXPLORATION ON PARTICIPATORY RESEARCH PROGRAMME FOR STAFF OF CALGARY BOARD OF EDUCATION (CBE), CANADA:

The second exposure programme for CBE was conducted from 2 to 22 July 2011. A total of 19 staff was part of this programme (16 women and three men). CBE staff consists of principals, assistant principals, global learning staff, learning leaders and teachers. The exposure programme included an orientation workshop in PRIA followed by field exposure visits to Haryana, Rajasthan and Himachal Pradesh. The themes covered in the orientation programme and the field visits in the three states were related to participatory research approaches in development programmes, with emphasis on primary education.

PRIA & MUNK SCHOOL OF GLOBAL AFFAIRS

(MGA) INTERNSHIP PROGRAMME: The eight-week internship programme was organised as part of the Master's Programme of Munk School of Global Affairs. The first batch included three interns. The three-module programme included two weeks of classroom orientation to understand development and research methodology, five weeks of data collection and field engagement in grassroots locations of Bihar and Haryana, and one week for students to consolidate their learning. During the first week of the programme, the interns identified their research problem and developed a design for a short research. The research topics included dalit rights and needs, female feoticide and women's political empowerment. At the end of the programme, the interns made presentations of their synthesised data in PRIA to a group of internal and external experts.

INDIA FIELD SCHOOL: From 4 to 30 August

2011, PRIA in collaboration with the Geography Department of the University of Victoria organised the first Field School. The Field School aims to introduce students to the geography of India and engage intensively with grassroots reality to learn about Indian approaches to governance and participatory development. The students visited three states – Sonapat in Haryana; Rajaji National Park, Dehradun and Naugaon in Uttrakhand; and Sariska National Park, Alwar and Jaipur in Rajasthan. During the visit they were exposed to a wide range of development issues which included women's political empowerment, conservation, participatory models in protected area management, eco-development, innovative agricultural practices, and issues of water management. The students were exposed

to the functioning of livelihood promotion programmes, crop diversification and farmer's cooperatives. On their return from the field trip,

the group made presentations within PRIA on the various themes studied during their month-long travel within India.⁸

CONSERVATION IN A CROWDED WORLD!

WE HAVE BEEN TRAVELLING IN NORTHERN INDIA FOR JUST UNDER TWO WEEKS NOW VISITING NUMEROUS VILLAGES FROM HARYANA TO THE HIMALAYAN REGION EXPLORING THEMES SUCH AS GENDER INEQUALITY AND WOMEN POLITICAL EMPOWERMENT, WILDLIFE CONSERVATION, HUMAN/ANIMAL CONFLICT, MICRO-ENTERPRISE DEVELOPMENT AND HILLSIDE AGRICULTURE. WE HAVE LEARNT SO MUCH (AND HAVE HAD SO MUCH FUN) AND WE STILL HAVE SO MUCH MORE TO COME!

WE BEGAN THE FIELD SCHOOL AT THE SOCIETY FOR PARTICIPATORY RESEARCH IN ASIA (PRIA) HEADQUARTERS IN NEW DELHI, WHERE WE SPENT THE FIRST 3 DAYS IN ORIENTATION – A PERFECT PLACE TO LAND AND PREPARE FOR OUR JOURNEY AHEAD! THE FIRST MORNING WE ALL GATHERED AND HAD A WELCOME CEREMONY TO BLESS THE TRIP, A TILAK PLACED ON EVERYONE'S FOREHEAD – A SIGN OF AUSPICIOUSNESS AS I LEARNT. WE ALL FELT SO WELCOME AND AS I LOOKED AROUND THE ROOM I KNEW THIS WAS THE BEGINNING OF AN UNFORGETTABLE JOURNEY THAT LAY AHEAD. OUR ORIENTATION WAS PACKED FOR THE NEXT 2 DAYS WITH PRESENTATIONS AND WORKSHOPS FROM THE FRIENDLY AND VERY KNOWLEDGABLE STAFF GIVING US AN OVERVIEW OF PRIA'S VARIOUS PROGRAMS ACROSS THE COUNTRY ON COMMUNITY GOVERNANCE, WOMEN EMPOWERMENT AND FEMALE FOETICIDE. A PARTICULAR HIGHLIGHT FOR OUR GROUP WAS MEETING DR. RAJESH TANDON, FOUNDER AND PRESIDENT OF PRIA, WHO GAVE US A WARM AND PERSONAL INTRODUCTION TO THE HISTORY AND THEORY OF PARTICIPATORY RESEARCH AND DEVELOPMENT – AS WELL AS SOME IMPORTANT TRAVEL TIPS FROM HIS GRANDMOTHER :) WE ALSO HAD SOME EXCELLENT PRESENTATIONS ON CONSERVATION AND BIODIVERSITY FROM PHIL, A GENDER WORKSHOP FROM NANDITA AND AN OVERVIEW OF PROJECT TIGER FROM MR. S.P. YADAV FROM THE NATIONAL TIGER CONSERVATION AUTHORITY.

(Blog entry by Crystal Tremblay, accessed at <http://crystalremblay.com/2011/08/19/conservation-in-a-crowded-world/> on 7 August 2012)

⁸ For more details, log on to <http://crystalremblay.com/>.

INSTITUTIONAL STRENGTHENING OF DEVELOPMENT ACTORS



SINCE ITS INCEPTION, PRIA HAS WORKED TO STRENGTHEN THE HUMAN AND INSTITUTIONAL CAPACITIES OF DEVELOPMENT ACTORS IN CIVIL SOCIETY, GOVERNMENTS AND INTERNATIONAL AGENCIES. PRIA'S APPROACH TO INSTITUTIONAL STRENGTHENING IS BASED ON PARTICIPATORY LEARNING METHODS.

PRIA continues to offer such professional support for capacity enhancement in many grassroots organisations of the poor and marginalised, intermediary civil society organisations and government agencies. In recent years, its professional expertise has been shared internationally as an example of South-South cooperation. Institutional strengthening at international and national levels includes a wide range of stakeholders from NGOs, CSOs, forums, consortiums, government, corporates and academia. The themes covered include participatory training, social accountability, decentralised planning, CSO strengthening, strategic planning, prevention of sexual harassment and gender sensitisation. Such work has been conducted in Afghanistan, Nepal, Kyrgyzstan, Cambodia and Bangladesh in the past year. Within the country, institutional strengthening initiatives have been conducted in Delhi, Tamil Nadu, West Bengal, Madhya Pradesh and Rajasthan.

INSTITUTIONAL STRENGTHENING INTERVENTIONS FOR CSOs

STAFF CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT OF AFGHAN AID: AfghanAid (AAD) is a British NGO headquartered in Kabul. PRIA was involved in conducting a strategic institutional review of AAD, facilitating a one-day seminar for donors and government representatives in Kabul on local governance and strengthening capacity of field staff of AAD with new skills and knowledge to support the processes of local institutional development.

Capacity building engagements included successful completion of one Master Training of Trainers, three provincial level Training of Trainers, and one refresher workshop for more than 100 AAD staff. The staff was trained on facilitating and strengthening CBOs and using participatory training methodology. In addition, a training manual on participatory training methodology in English for master trainers and a training manual for facilitators of community level trainings on strengthening CBOs were prepared.

STRATEGIC PLANNING WORKSHOP FOR KYRGYZ ADULT EDUCATION ASSOCIATION: Kyrgyz Adult Education Association (KAEA) was established in 2006 under support of the Institute for International Cooperation of the German Adult Education Association (DVV International). KAEA is a membership organisation which unites 13 adult training providers covering all regions of Kyrgyzstan. PRIA facilitated a three-day workshop on strategic planning for the management personnel of KAEA at Bishkek from 7 to 9 December 2011. Seventeen participants from KAEA and DVV representatives attended the workshop. The overall purpose of this workshop was to enhance the understanding and competencies of KAEA and its members to carry out strategic planning systematically in the future. A team has been formed to write the strategic plan of KAEA on the basis of their overall understanding as developed during the workshop.

SOCIAL ACCOUNTABILITY SCHOOL ON MUNICIPAL GOOD GOVERNANCE UNDER PROGRAM FOR ACCOUNTABILITY IN NEPAL (PRAN): Program for Accountability in Nepal (PRAN), supported by World Bank, has been promoting social accountability in Nepal by enhancing the knowledge of select CSOs, the media and government agencies. Forum for Protection of Public Interest (Pro Public) and members of its consortium have been undertaking activities relating to training, capacity development, mentoring and awareness raising. Under the aegis of PRAN, PRIA facilitated a Social Accountability School on Municipal Good Governance for the members of Pro Public which included the following four programmes:

Training of Trainers on Social Accountability: The training was conducted from 2 to 10 January for CSOs in Nepal and was attended by 35 participants along with some municipal representatives. The focus was on enhancing understanding and skills on the application of social accountability mechanisms and tools for strengthening urban governance in Nepal.

Training of Trainers on Participatory Training Methodology: Organised by Pro-Public from 7

to 29 March 2012 for NGO representatives facilitated by a team of trainers from PRIA. The programme was attended by 32 representatives from NGOs, including 7 women, from 24 districts of Nepal.

Training programme on monitoring the delivery of public services: This training was for members of Pro-Public, Nepal conducted from 20 to 24 March 2012. The programme was attended by 37 participants from CSOs in Nepal including few participants from the government and municipalities. Participants were provided inputs on democratic good governance, concept of social accountability and tools of social accountability.

Exposure visit: An exposure visit of 10 representatives from NGOs and municipal officers of Nepal was organised by PRIA to the state of Bihar from 25 to 31 March 2012. The delegation visited the municipalities of Bihar Sharif and Chhapra to understand the functioning of municipalities in India and the challenges they face in providing basic services to citizens. They were also exposed to PRIA's work under the project 'Democratising Urban Governance: Promoting Participation and Social Accountability' with these municipalities.

THE BIGGEST IMPACT OF THIS PROGRAMME HAS BEEN ON CSO MEMBERS, THE MEDIA AND OFFICIALS OF GOVERNMENT AGENCIES IN NEPAL WHO HAVE BEGUN TO PROMOTE CONSTRUCTIVE DIALOGUE ON DIFFERENT ASPECTS OF MUNICIPAL GOVERNANCE, PUBLIC FINANCIAL MANAGEMENT AND PARTICIPATORY PERFORMANCE MONITORING. THE 'GRADUATES' OF THE SOCIAL ACCOUNTABILITY SCHOOL (126 MEN AND WOMEN) NOW PRACTICE 16 KINDS OF SOCIAL ACCOUNTABILITY TOOLS, VIZ., CITIZEN REPORT CARD, SOCIAL AUDIT, PARTICIPATORY PLANNING, PARTICIPATORY BUDGETING, BUDGET ANALYSIS, COMMUNITY SCORE CARD, CITIZEN'S CHARTER, PUBLIC HEARING, E-GOVERNANCE, RTI, CITIZEN JURIES, ZERO CORRUPTION, CITIZEN ENGAGEMENT SURVEY, CIVIC EDUCATION, GRIEVANCE REDRESSAL AND PUBLIC DIALOGUE IN 21 DISTRICTS OF NEPAL.



DEEPENING LOCAL DEMOCRATIC GOVERNANCE THROUGH SOCIAL ACCOUNTABILITY IN ASIA: This project aims to improve democratic practices in urban local governance institutions through social accountability in order to improve provision of basic services (water and sanitation) to the most marginalised families in two Asian cities – Rajshahi in Bangladesh and Takhmao in Cambodia. The project is being implemented in collaboration with PRIP Trust, Bangladesh and SILAKA, Cambodia.

trained. In addition, PRIA organised two study tours to Jaipur and Ajmer for the team from Bangladesh and to Varanasi for the team from Cambodia.

On the demand side, 20 neighbourhood committees have been formed and they participate in the monitoring, assessment and analysis of current service quality (water and sanitation) and engage in discussion with municipal authorities for joint benchmarking of service quality.



On the supply side, municipal officials have been sensitised and capacitated through trainings and orientation meetings. PRIA facilitated two trainings of trainers (one each in Bangladesh and Cambodia) for 30 participants from SILAKA, PRIP Trust and other local civil society groups. A total of 64 participants were

Multi-stakeholder dialogues have been conducted to share findings.



GENDER AUDIT FOR KARNATAKA HEALTH PROMOTIONS TRUST (KHPT): Based on an earlier collaboration with Karnataka Health Promotions Trust in which PRIA undertook trainings for its Committee Against Sexual Harassment (CASH), PRIA received another invitation to conduct a gender audit of the organisation. The primary objectives of this gender audit was to understand the dynamics and causes of gender discrimination in KHPT, to understand the processes for the prevention of sexual harassment in KHPT, and to study gender fair practices within KHPT that build a conducive work environment. PRIA conducted the gender audit between 9 and 14 October 2011, which included field visits to Dharwad, Belgaum and Bangalore.

REVIEW OF SEXUAL HARASSMENT POLICY OF BRITISH COUNCIL MANAGEMENT SERVICES PVT LTD (BCMS): BCMS is a subsidiary of British Council Holdings UK and British Council Charity. PRIA reviewed BCMS's current policy on prevention of sexual harassment at the workplace in light of the requirements in the guidelines laid down by the Supreme Court of India. A two-day training for the members of the complaints committee of BCMS was conducted on 29 and 30 August 2011 at the BCMS premises in Noida to strengthen understanding on the nuances of sexual harassment at the workplace and their role as committee members in dealing and preventing it.

TRAINING OF COMPLAINTS COMMITTEE MEMBERS AT BCMS

NEVER HAVING BEEN EXPOSED TO TRAINING ON THE ISSUE OF SEXUAL HARASSMENT BEFORE, THERE IS A VISIBLE CHANGE IN THE PERCEPTIONS OF THE COMMITTEE MEMBERS TOWARDS ADDRESSING THE ISSUE OF SEXUAL HARASSMENT AT THE END OF THE TRAINING SESSIONS.

IN BCMS, THE DIRECTOR CHOSE TO ATTEND THE TRAINING AND HIS PRESENCE AND INTERVENTION WAS STRATEGIC IN BRINGING OUT IMPORTANT LINKAGES, THUS UNDERLYING THE GRAVITAS OF THE ISSUE. MANY INPUTS FOR POLICY CHANGES EMERGED FROM THIS WORKSHOP AND INCLUDED:

- INSTITUTIONALISING OF AN ORIENTATION PROGRAMME FOCUSED ON VARIED ASPECTS OF INDIAN CULTURE FOR EMPLOYEES FROM INTERNATIONAL OFFICES WHEN VISITING THE INDIA OFFICE.
- INSTITUTIONALISING A POLICY IN WHICH IT IS NOT MANDATORY FOR MALE AND FEMALE EMPLOYEES TO ENTERTAIN CLIENTS OVER DINNER OR DRINKS AFTER OFFICE HOURS.
- INCORPORATING RELEVANT PENALTIES FOR SEXUAL HARASSMENT IN THE CODE OF CONDUCT.

INSTITUTIONAL STRENGTHENING INTERVENTIONS FOR GOVERNMENT INSTITUTIONS

DEVELOPING TRAINING MODULES FOR DISTRICT PLANNING IN RAJASTHAN: The Government of Rajasthan, with support from the Planning Commission, Government of India and the United Nations Joint Programme on Convergence, has undertaken a pilot project on 'Capacity Development for District Planning'. Under this intervention in the past year, PRIA was involved in preparing training modules on decentralised planning and conducting trainings at state, district and block levels. On the basis of the training needs assessment conducted in five districts of Rajasthan, separate training modules were developed for three levels – state, district and block. The training materials have been prepared in close collaboration with the Department of Economics and Statistics, Government of Rajasthan, UNDP and other stakeholders at the district and block levels.

The training modules focus on how to localise Millennium Development Goals (MDGs) in integrated decentralised planning and democratic governance. The training material was tested in a two-day state level workshop held in August 2011 in which premier state level training institutions and district facilitators of UNDP and UNICEF participated. The modules were acclaimed by the state as well as UNDP.

The Training Needs Assessment and later consultations revealed that one of the most challenging issues is that Rajasthan does not have rules for the functioning of District Planning Committees (DPCs). Many DPC members said, 'We are not clear about our roles

and responsibilities.' An important outcome of PRIA's efforts combined with similar efforts from other organisations and demand by DPC members has resulted in the Rajasthan government notifying 'Rules Related to Functions of District Planning Committees' on 25 August 2011.

STATE PLANNING COMMISSION, GOVERNMENT OF MADHYA PRADESH initiated a state-wide rollout of the decentralised district planning process to make the draft district plans inclusive, integrated and well aligned with the vision of the 11th Five Year plan's goals. UNICEF-MP and PRIA agreed to provide technical support to the Madhya Pradesh State Planning Commission in this initiative. PRIA developed four training modules (in Hindi) under the project. Each module was specifically developed to address the needs of a particular group of stakeholders. The module themes included Capacity Building of District Planning Committee, Capacity Building of Technical Support Groups, Capacity Building of Panchayati Raj Institutions and Capacity Building of Civil Society Organisations.

PRIA also facilitated two trainings of master trainers on 25 and 26 July 2011. This programme was designed for key officials. Nearly 245 participants (including nine women) attended the trainings, including chief executive officers of 20 zila panchayats, district planning officers, project officers of district urban development authorities and civil society representatives. PRIA also supported the planning process in 15 districts (selected on a sample basis) and created a process document based on the experience in these selected districts.

THE DELHI COMMISSION FOR WOMEN (DCW) as a part of its mandate has been

pursuing the setting up of sexual harassment committees within different departments of the Government of NCT of Delhi. DCW collaborated with PRIA to strengthen capacities of members within these sexual harassment committees. Under this intervention a handbook and flyer on sexual harassment in English was prepared for distribution in government offices in the NCR region. A seminar on prevention of sexual harassment was held on 14 July 2011 for members of sexual harassment committees of different departments of the Government of NCT of Delhi. This was inaugurated by Delhi's chief minister, Sheila Dikshit.

Three one-day trainings on prevention of sexual harassment at the workplace were conducted, which included two trainings for committee members of Delhi government offices and government schools in the Delhi Secretariat (14 and 15 July 2011).

PRIA conducted a training at Hans Raj College, Delhi University on 15 March 2012. Twenty-seven students, non-teaching staff and teaching staff representing 7 College Complaints Committees from the North and South Campuses of Delhi University participated in this training. The hosts for the training, Hans Raj College, with a student body of 5000 students and 500 teaching staff, boasts of a composition of 59 per cent females in the student body and 60 per cent female teachers. Having accepted sexual harassment as a growing reality, Hans Raj College is one of the first colleges to discuss it in an open forum in order to better deal with it.

THE AIRPORTS AUTHORITY OF INDIA (AAI):

AAI is the first Public Sector Unit to develop an Anti-Sexual Harassment Policy and wanted to build upon this initiative.

PRIA was among the first civil society organisations to form an internal complaints committee (Committee against Sexual Harassment) in accordance with the Supreme Court guidelines. PRIA has successfully used the Vishaka Guidelines in the prevention and redressal of sexual harassment at the workplace and in keeping with the spirit of the law has gone beyond its mandate to understand the manifestations of discrimination within institutions in their internal functioning. PRIA launched an e-Campaign Against Sexual Harassment in January 2010 through an interactive website (www.priacash.org), has its own Facebook account page (<http://www.facebook.com/group.php?gid=131843440169937&ref=mf>) and is on Twitter (http://twitter.com/Gender_Matters) trying to advocate and build understanding regarding gender sensitive workplaces.

A direct consequence of the association of PRIA's campaign against sexual harassment at the workplace and Airports Authority of India's (AAI) commitment towards the prevention of sexual harassment within their workplace resulted in a partnership that entailed orienting 5000 AAI employees in their Eastern and Southern offices on the prevention and redressal of sexual harassment at the workplace through one day sensitising workshops. The sensitising workshops were conducted under the theme of 'Reflective Workshop on Defining Respectable Healthy Workplace, Safety for All'. The workshops from June 2011 to September 2011 (42 workshops in Kolkata and 37 workshops in Chennai) sensitised employees across all four categories (A, B, C and D) of the organisational hierarchy.

Each workshop not only defined acceptable norms of behaviour, including providing a comprehensive definition of sexual harassment,

but also gave a detailed explanation of the Vishakha Guidelines of the Supreme Court of India. It also helped AAI employees define the dimensions, locations and spaces that constituted a workplace.

What the employees found most useful was the fact that they were all made aware of the

procedures to be followed in the filing of a sexual harassment case, timelines within which the case was to be resolved and punitive action against the accused. Women employees in addition gained confidence and comfort from the fact that the organisation was concerned about their security and welfare.

INNOVATIVE PARTICIPATORY TRAINING

SEVERAL DIFFERENT KINDS OF TRAINING DESIGNS WERE MADE TO INCORPORATE ALL ASPECTS OF VARYING REQUIREMENTS OF LANGUAGE AND LITERACY LEVELS AMONG THE GROUPS. WITH AN EMPHASIS ON LEARNING RATHER THAN ONLY ON TRAINING, PRIA'S WORKSHOPS ARE DESIGNED WITH THE LEARNERS IN MIND, USING THE PRINCIPLES OF ADULT EDUCATION. THE METHODOLOGY USED IS INCLUSIVE AND PARTICIPATORY IN NATURE. THE TRAINING METHODOLOGY FOCUSES ON BUILDING CRITICAL CONSCIOUSNESS, AND EXAMINING ONE'S VALUES AND ATTITUDES.

THE AAI TRAININGS INCLUDED GROUP DISCUSSIONS, GROUP ACTIVITIES, INDIVIDUAL REFLECTION AND CASE STUDY ANALYSIS. FOR THE FIRST TIME PRIA TRAINERS USED THE PERSONAL RESPONSE SYSTEM (PRS) TO RECORD AND RELATE AN INDIVIDUAL'S ATTITUDES AND VALUES. IN PRS, EACH PARTICIPANT IS GIVEN A REMOTE SENSOR FOR VOTING. THE VOTING PROCESS IS CONFIDENTIAL AS EACH MACHINE HAS ITS OWN UNIQUE CODE. MULTIPLE-CHOICE QUESTIONS ARE PUT FORWARD TO THE PARTICIPANTS WHO CHOSE THEIR ANSWERS BASED ON THEIR OWN EXPERIENCES CORRELATED TO MISCONDUCT ACCORDING TO AAI'S ECDA RULES. MANY PARTICIPANTS FELT THEY WERE PART OF THE AUDIENCE OF THE TV SHOW *KAUN BANEGA CROREPATI!*



SUPPORTING SYSTEMATISATION & FACILITATING REFLECTION IN CIVIL SOCIETY



PSO REGIONAL WORKSHOP
May 2011

ORGANISATIONAL LEARNING
QUESTION

HOW TO SYSTEMATISE
INSTITUTIONAL LEARNING &
CONVERT IT INTO PRACTICAL,
USER-FRIENDLY, ACCESSIBLE
LEARNING PRODUCTS?

(IN THE CONTEXT OF —
PARTICIPATORY TRAINING)

PRIA'S CONTRIBUTION AS A FACILITATOR OF CRITICAL REFLECTIONS AMONG CIVIL SOCIETY ACTORS HAS BEEN VALUED OVER THREE DECADES. IT HAS SUPPORTED PROCESS DOCUMENTATION EFFORTS OF GRASSROOTS EXPERIENCES WHICH HAVE INFLUENCED POLICY.

During the year, special efforts were made to revitalise our work on systematisation of practical experiences.

FACILITATING ORGANISATIONAL LEARNING

PRIA was part of a year-long international action research intervention under the Thematic Learning Programme 'Learning Practices in Social Change' supported by PSO, Netherlands. PRIA coordinated the South Asian Hub. In addition there were six other hubs – South-East Asia, West Africa, East Africa, Southern Africa, Europe and a virtual hub. As the South Asian Regional Holder, PRIA worked in close collaboration with five NGOs from India and Nepal to undertake an action research intervention around a common learning question dealing with systematisation of learnings on participatory training interventions. An internal action research process was also facilitated within PRIA to systematise learnings from our participatory training interventions.

The action research intervention included facilitating three South Asian regional

workshops (on 16-17 May 2011, 10-11 October 2011 and 12-14 March 2012) in New Delhi. The workshops served as sites for reflection for the six participating organisations. During these workshops, the actions undertaken in each participating organisation during the interim period (between reflection workshops) were shared, reflected and documented.

The South Asian action research process has strengthened learning practices within the organisations and has contributed in the development of a number of learning products on how to build capacities of different groups. These include a manual for outreach workers; a facilitator's manual on dalit rights; a manual for training of trainers on poverty and vulnerability analysis; guidelines for DRR taskforce awareness; and stories of learning and social change. A final harvest workshop was facilitated in Delhi from 16 to 20 April 2012 to systematise the learning from the action research interventions undertaken in all seven hubs.

THE MAKING OF A PRIMER FOR DALIT HUMAN RIGHTS ACTIVISTS

A PRIMER FOR DALIT HUMAN RIGHTS ACTIVISTS (PUBLISHED IN HINDI) WAS THE LEARNING PRODUCT PREPARED BY UNNATI AT THE END OF THE YEAR-LONG ACTION RESEARCH PROCESS.

THE PROCESS BEGAN WITH THE LEARNING TEAM DISCUSSING WHAT THE END PRODUCT SHOULD BE. EARLIER DOCUMENTS SEEMED TO LACK THE LEARNINGS THAT COME FROM FIELD EXPERIENCES. IN ORDER TO INCORPORATE THIS INTO THE PRODUCT, INITIALLY FORMAL TEAM MEETINGS WERE HELD IN WHICH MEMBERS WERE PROMPTED TO WRITE CASES OR STORIES. PROGRESS WAS SLOW. STAFF WERE CAUGHT UP IN ROUTINE PROJECT WORK. COMMUNITY FACILITATORS WERE NOT FINDING ANYTHING NEW AND CHALLENGING.

BEING NEW TO THE PROJECT, THE LEARNING FACILITATOR EDUCATED HERSELF ON THE LEGAL PROCESSES AND BEGAN TO CHALLENGE THE REPORTS IN REVIEW AND PLANNING MEETINGS. WHAT AN ASTOUNDING WEALTH OF EXPERIENCE AND LEARNINGS EMERGED! THE TEAM WAS ASKED TO WRITE DOWN THESE EXPERIENCES. THE LEARNING TEAM AND FIELD FACILITATORS OF THE PROGRAMME SAT TOGETHER FOR TWO DAYS AND COMPLETED THE CASES. THE CHALLENGE WAS TO CONVINCE THE TEAM THAT THEIR PERFORMANCE WAS NOT BEING JUDGED. RATHER IT WAS AN ATTEMPT TO DRAW OUT SUCCESSES AND LEARNINGS AND ENGAGE IN JOINT ANALYSIS SO THAT THE UNIQUENESS OF THE PROCESSES AND SUCCESSES COULD BE RECORDED AND PRESENTED.

SLOWLY AND PAINFULLY, THE CHAPTERS OF THE PRIMER EMERGED. THE END OF THE AR PROCESS WAS NEAR, AND THE TEAM WAS PRESSED FOR TIME. SEVERAL PROCESSES WERE UNDERTAKEN SIMULTANEOUSLY. THE LEARNING FACILITATOR HAD THE VISUAL PICTURE OF THE PUBLICATION IN HER MIND AND SO WAS INVOLVED WITH ALL THE PHASES. SHE REALIZED THEN THAT IT WAS EASY TO COMPLETE 90 PERCENT OF THE WORK BUT THE FINAL 10 PERCENT WHICH INVOLVED GIVING THE PRODUCT ITS FINAL SHAPE WAS PURE DRUDGERY AND PERHAPS TOOK AN EQUAL AMOUNT OF TIME AS WRITING IT IN THE FIRST PLACE.

Extracted from the final report written by Swapni from Unnati who was part of the year-long PSO action research process.



REFLECTIONS ON CIVIL SOCIETY

Civil Society at Crossroads is a collaborative initiative by PRIA, CDRA, EASUN, INTRAC and PSO for collective reflection and systematisation about the future of civil society around the world. Under this initiative, PRIA has been involved at the India and Asia level. The Indian component started in July 2011 with a study on *Civil Society in Changing India: Emerging Role, Relationships and Strategies*. Primary data was collected from different CSOs by purposively selecting the organisations and visiting various civil society leaders, private sector functionaries, bureaucrats and local community level groups.

Sharing of the initial findings was undertaken in a meeting convened by INTRAC at Oxford in December 2011. This was followed by a series of round tables organised in collaboration with regional partners between January and March 2012 in the states of West Bengal (Kolkata), Maharashtra (Pune), Tamil Nadu (Madurai), Karnataka (Bangalore), Madhya

Pradesh (Bhopal) and Gujarat (Surat). These consultations involved local intermediary as well as grassroots level CSOs, representatives from the academic world, media, private sector foundations, students and youth. PRIA colleagues visited and documented stories of many less formally structured and indigenous grassroots organisations working in different states of India.⁹

A research on the recent anti-corruption movement in India and another study on civil society and private sector engagement with special emphasis on corporate social responsibility are also underway.

At the Asia level, PRIA and Wave Foundation organised a half-day workshop in Dhaka, Bangladesh on 21 November 2011 wherein 20 civil society organisations participated in the discussion on civil society in changing Bangladesh. PRIA and Philippine Rural Reconstruction Movement (PRRM) also organised a round table discussion on 15 November 2011 in Manila, Philippines on civil

⁹ These organisational and change stories can be accessed at <http://www.pria.org/component/content/article/2308>

society in changing Philippines and its emerging roles, strategies and relationships.

RECONNECTING WITH OUR ROOTS

To celebrate 30 years of PRIA, teams of current PRIA staff went on journeys to revisit and reconnect with our roots – to learn what PRIA had done and what has been the impact of PRIA's interventions on the lives of the poor and the marginalised. Information was collected from visits made to organisations and individuals across 14 states in India (Andhra Pradesh, Bihar, Chhattisgarh, Gujarat, Haryana, Himachal Pradesh, Jharkhand, Kerala, Madhya Pradesh, Maharashtra, Orissa, Rajasthan, Uttar Pradesh and West Bengal) and through communications with international partners and associates. The teams came back with dozens of interviews, hours of audio-visual footage and scores of photographs.

All this information was synthesised in two areas: the trajectory of PRIA's past and current work and a possible strategy for the future. On the occasion of PRIA's 30th anniversary

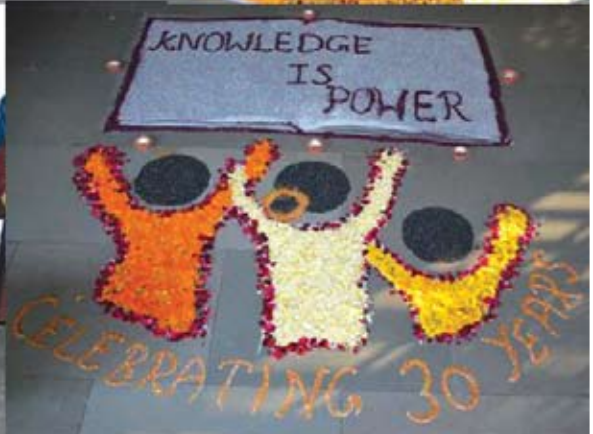
celebrations on 6 February 2012 these findings were shared with a select group of allies, friends and supporters and insightful conversations were facilitated, which included reflections of past interventions and drawing implications for the future direction of PRIA's work.

BUILDING A KNOWLEDGE PORTAL – PRACTICE IN PARTICIPATION

With professional and financial support from DVV International, Institute for Development Studies (MK4D programme) and Swiss Agency for Development and Cooperation (SDC)/Local Governance Initiative (LoGIn), PRIA was involved in developing PRACTICE IN PARTICIPATION (www.practiceinparticipation.org), a web-based portal that is both a digital resource and a forum to contribute and access field-based knowledge on participatory practices. PRACTICE IN PARTICIPATION was launched on 6 February 2012 as part of our 30th anniversary celebrations.

The portal focuses on knowledge building, synthesis and creating platforms for exchange of ideas (through documents, case studies, videos and photographs on various themes) among practitioners from the community, grassroots organisations, academia, policy institutions and donor agencies. It provides virtual spaces to create Communities of Practice (COPs) where members can come together to learn, share, co-create and discuss emerging trends, issues and field-based practices. Members can also participate in Forum Discussions where topical issues derived from current changes across the world vis-à-vis their impact on participatory practitioners will be discussed.







INSTITUTIONAL DEVELOPMENT



During the year, a revised structure for governance and management of PRIA was made operational.

GOVERNANCE

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

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

The current membership of the Governing Board is:

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

Shri Ravi Seth, Treasurer, is Group CFO of IHC Advisory, Gurgaon, Haryana.

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

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

Ms. Lalita Ramdas, Member, is a renowned educator and former chair of Greenpeace International.

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

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

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

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

During the year, the Governing Board held its 86th meeting on 19 May 2011, the 87th meeting on 12 November 2011 and the 88th meeting on 6 February 2012.

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

In addition, the Treasurer had extensive discussions with the internal auditors (ASA & Associates) every quarter on their reports, and necessary systemic improvements were put in place based on agreed recommendations. The internal auditors reviewed systems related to accounting transactions, investment management, cash management, tax withholding compliances, human resources, FCRA compliances and Provident Fund during the year.

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

The General Body of PRIA held its Annual General Meeting on 19 May 2011 to review and approve the annual programmes and audited accounts of the Society. In addition to the above-mentioned members of the Governing Board, other members of the General Body are Dr. H.N. Saiyed, Dr. N.C. Saxena, Mr. Vijay Mahajan and Mr. K. Shivkumar.

MANAGEMENT

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

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

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

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

During the year, SMB held 31 meetings. Its deliberations focused on issues of collective leadership processes, institutional roles of next line leadership, programme strategy, resource mobilisation, annual and bi-annual review and project planning, staff allocation, performance review of staff, designation, compensation, and nomination of staff to capacity building programmes and other events.

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

- Coordinate effective delivery of all projects/programmes in PRIA
- Share information and resources across all teams
- Focus attention on bottlenecks/constraints in effective performance of various tasks

- Monitor plans and take steps to undertake course corrections
- Provide feedback to SMB/President on areas that require further improvement, after communicating the same to the concerned team leaders
- Any other mandate given by SMB from time-to-time

The current members of OCG are Alok Pandey (convenor), Nandita Bhatt, Bhavita Vaishnav, Anshuman Karol, Ranjan Sinha, C.S. Joshi, Bindu Baby and T. Satheesan.

LEADERSHIP DEVELOPMENT

The process of leadership development that began in 2010 with support from G. Vishwanath continued in 2011. A three-day residential leadership retreat was organised from 29 September to 1 October 2011 to deepen this process with the active participation of 22 senior staff. Many of the required revisions in the internal management structure and processes of the organisation discussed during the retreat have since been implemented.

In order to strengthen the competencies of staff at various levels, 32 staff were nominated to attend capacity development events and workshops on themes like decentralisation and good governance with a gender perspective, participatory slum mapping with communities, forced migration, training of trainers, social audit, prevention of sexual harassment at the work place, financial management, Direct Tax Code and FCRA.

Two senior staff—Martha Farrell and Namrata Jaitli—returned from their study leave having successfully completed their PhDs.

In addition, two major in-house capacity enhancement workshops were held on 11-12 January 2012 and 23-24 January 2012 on the themes of Negotiating and Contracting and Institutional Analysis/Assessment. Dr. L. Dave Brown and Ms. Jane Covey acted as external facilitators for the same.

**LIST OF PROJECTS
(APRIL 2011 TO MARCH 2012)**

Project	Funder
Action Research on Implementation of PESA in Chhattisgarh	Arghyam
Addressing Violence Against Dalit Women in Haryana	The Asia Foundation
An Exploration of Participatory Research Programme for CBE Staff Members	Calgaray Board of Education (CBE)
Avantha Foundation Governance Awards	Avantha Foundation
Capacity Building on Prevention of Sexual Harassment for BCMS	British Council Management Services Pvt. Ltd.
Capacity Building on Sexual Harassment for Delhi Commission for Women	Delhi Commission for Women (DCW)
Capacity Building Training Module for District Planning with Focus on MDGs	Government of Rajasthan and UNDP
Civil Society at Crossroads	PSO
Deepening Local Democratic Governance through Social Accountability in Asia	UNDEF
Democratizing Urban Governance (Promoting Participation and Social Accountability) - Year 2	Ford Foundation
Developing Short Courses in a Distance Mode of Learning	Swiss Agency for Development and Cooperation (SDC)
Development of Women's Political Empowerment and Leadership (WPEL) Appreciation Course	DVV International
FCO Evaluation of 'Strengthening Civil Society Conflict Transformation Capacities'	INTRAC
IDEA Expert Mission to Mongolia on 'Citizen Participation in Policy Making'	International IDEA, Sweden
Institutional Assessment of AfghanAid (AAD)	Afghanaid
Logolink South Asia Activity Plan - 2010	Polis Institute
Munk School of Global Affairs (MGA) Internship Programme	Munk School of Global Affairs, University of Toronto
Reflective Workshops on 'Defining the Workplace towards Respectable, Healthy and Safe Workplace for All'	Airports Authority of India
Preparation of a Roadmap for PRIs in Chhattisgarh	GIZ IS, Raipur
PRIA-UVic Collaboration for India Field School	University of Victoria (Uvic), Canada
Promotion of Adult Education	DVV International

Reforms under JNNURM and handholding of reforms in various states - Year 2	Deloitte-MoUD
Research on Education for Social Development	DVV International
Social Accountability School on Municipal Good Governance	Pro Public, Nepal
Social Audit for BSUP in Chandigarh	School of Planning and Architecture (SPA) and Ministry of Housing and Urban Poverty Alleviation (MoHUPA)
Social Inclusion	DVV International
Southern Knowledge Portal on Participatory Methods (Practice in Participation)	Institute of Development Studies (IDS) and DVV International
Strategic Planning Workshop for KAEA, Bishkek	Kyrgyzstan Adult Education Association (KAEA)
Strengthening Asian Coalition on Democratic Local Governance (Compiling a repository of practice-based knowledge and learning on decentralization and local governance in South and South East Asia)	Swiss Agency for Development and Cooperation (SDC)
Strengthening Gender Responses of Panchayats in Rajasthan - Phases II and III	UNFPA, New Delhi
Strengthening Monitoring & Learning Systems in Networks of Urban Poor for Multiplying Impacts - Phase II	Rockefeller Foundation
Strengthening Civil Society Voices on Urban Poverty in India	Ford Foundation and Rockefeller Foundation
Study of Civil Society in India	INTRAC
Study Tour to India by Good Governance Learning Network (GGLN)	Institute of International Education (IIE)
Support to Decentralized District Planning: Statewide Roll-out in Madhya Pradesh	Unicef, Bhopal
The Bellagio Initiative: The Future of Philanthropy & Development	Institute of Development Studies (IDS)
The Role of Governance in the Resolution of Socioeconomic and Political Conflict in India and Europe - Year 2	PRIO
Thematic Learning Programme on Learning Practices in Social Change - Action Research Plan	PSO
Visit of Delegation from CARE Bangladesh	CARE, Bangladesh

PRIA STAFF
(1 APRIL 2011 TO 31 MARCH 2012)

President

Rajesh Tandon

Directors /General Managers

Kaustuv Kanti Bandyopadhyay, Manoj Rai,
Martha Farrell, Mathai Joseph

Senior Programme Managers

Namrata Jaitli, Prabhat Failbus, Ranjan Kr.
Sinha

Programme Managers

Alok Pandey, Jayeeta Sen, Vikas Jha

**Assistant Programme Managers/Senior
Programme Officers/Project Coordinators**

Amitabh Bhushan, Anima Sharma, Anshuman
Karol, Julie Thekkudan, Kanak Tiwari, Kavita
Mishra, Khatibullah, Krishan Tyagi, Namrata
Pathak, Nandita Pradhan Bhatt, Nidhi Singh
nee Batra, Pradeep Kr. Jena, Priyanka Dale,
Pavneeta Singh, Roopam Singh, Satpal Singh,
Vishwa Ranjan

Programme Officers/Executives

Ahmad Tahreem Siddiqui, Ankita Chaudhary,
Ayan Biswas, Bhavita Vaishnava, Debika
Goswami, Dharendra Kumar Choudhary,
Gargee, Indrani Joshi, Jyoti, Mahesh Sudhakar
Dhandole, Manini Mehrotra, Mitu Henry,
Mridula Roy, Niharika Gambhir, Priyanka
Singh, Richa Joshi, Sadiya Rohma Khan,
Saswati Baruah, Singmila Shimrah, Susan Janet
Vauquelin, Swati Sharma, Vidushi Kaushik,
Vinika Koul

**Communications, Media and Public
Relations Officer**

Shuchi Tripathi

Assistant Programme Officers

Abhishek Kumar Jha, Barkman Kerketta,
Deepika Pandey, Nishu Kaul, Nupur

Librarian

Syed Zakir Husain

**Officers (Project Monitoring /
Administration/Accounts/HR & Guest
Relations)**

Bindu Baby, Chandra Shekhar Joshi,
Satheesan T., Surjeet Singh

Accountants

Jose Xavier, Nidhi Sundriyal, Praveen P.V.,
Soja Saramma Mathew

Assistants (Administration & Accounts)

Bhogendra Narayan Lal, Dhan Singh,
Gajendra Sahu, Naeem Khan

**Executive Secretaries/Programme
Secretaries/Secretaries**

Bharti Gulati, Chitra Laxman, Jasmine Jose,
Jose George, M.D. Joseph, Prakash Kumar
Pathak, Renuka Thapa, Sanjit Tiwari

**Assistant Officers (Administration/Front
Desk/IT)**

Naveen Kumar, Naveen Kumar Singh, Prabhat
Arora

Driver

Rakesh Sharma

Office Attendants

Anand Bhatt, Lal Chand

Consultants

Sumona Dasgupta, Sumitra Srinivasan

TREASURER'S REPORT

The audited accounts of Society for Participatory Research in Asia (PRIA), together with the audit report have been circulated. A summary of the financial performance and the statement of affairs is provided below.

INCOME AND EXPENDITURE ACCOUNT

(In INR '000 ₹)

Year ended 31.03.2011	Income	Year ended 31.03.2012
66,641	Research and Training Grants	51,452
10,410	Others	19,972
77,051	Total	71,424
	Expenditure	
41,782	Programme	56,364
11,627	Administration	12,884
2,040	Other Non-cash Expenses	2,493
55,449	Total	71,741
21,602	Excess/(Deficit) of Income Over Expenditure	(317)

BALANCE SHEET AS ON 31 MARCH 2012

(In INR '000 ₹)

Previous Year	Particulars	Current Year
	Source of Funds	
160,000	Corpus Fund	160,000
29,028	Capital Fund	34,115
18,319	Specified Funds	10,160
207,347	Total	204,275
	Application of Funds	
9,276	Fixed Assets	7,848
128,733	Investments	165,925
-	Sundry Receivable	-
71,007	Current Assets (A)	33,002
1,669	Current Liabilities (B)	2,500
69,338	Net Current Assets (A-B)	30,502
207,347	Total	204,275

Note: Extracted from Audited Statement of Accounts 2011-12

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

The liability for the grants remaining unutilised as at the year-end has been ascertained and has been transferred to Restricted Funds as per the guidelines of the Institute of Chartered Accountants of India.

A proportion of fund received in previous year amounting to approximately Rs 75 lakh has been utilised in the current financial year.

The Management Audit Report for the year has been discussed with the governing board.

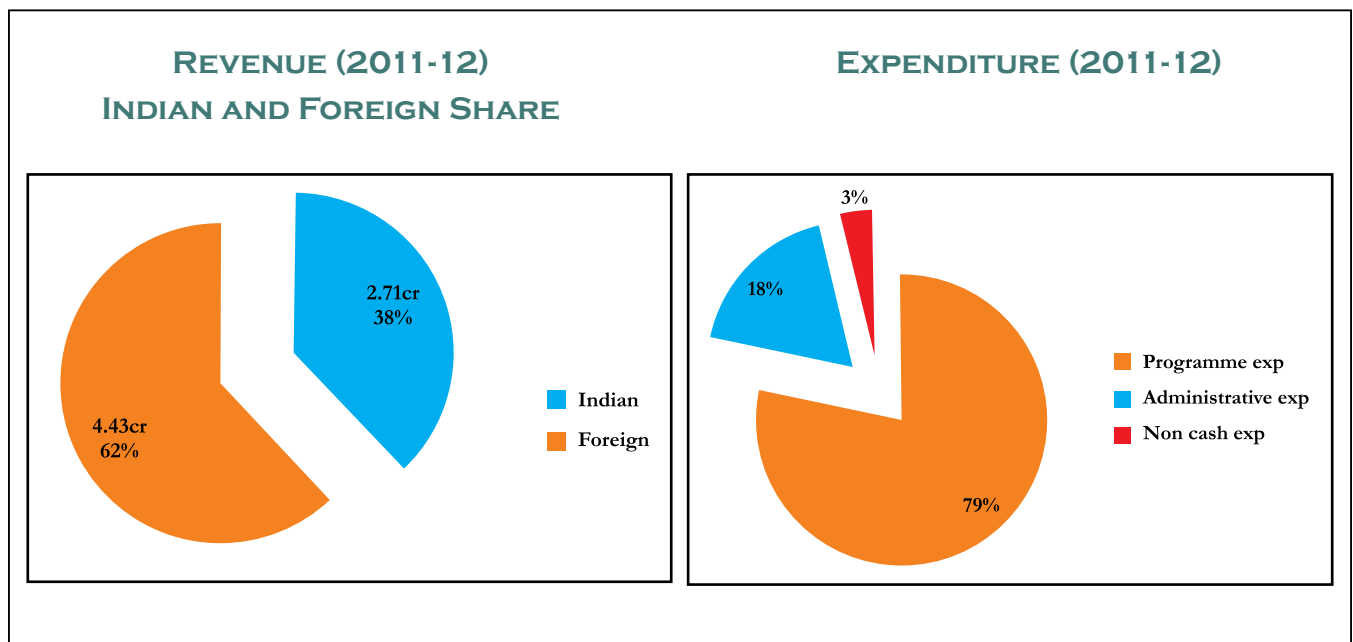
Yours Sincerely

Ravi Seth

Treasurer, PRIA

Statutory Auditors:

Charnalia, Bhatia & Gandhi
Chartered Accountants
New Delhi



FCRA ACCOUNTS
INCOME AND EXPENDITURE
(YEAR ENDING 31 MARCH 2012)

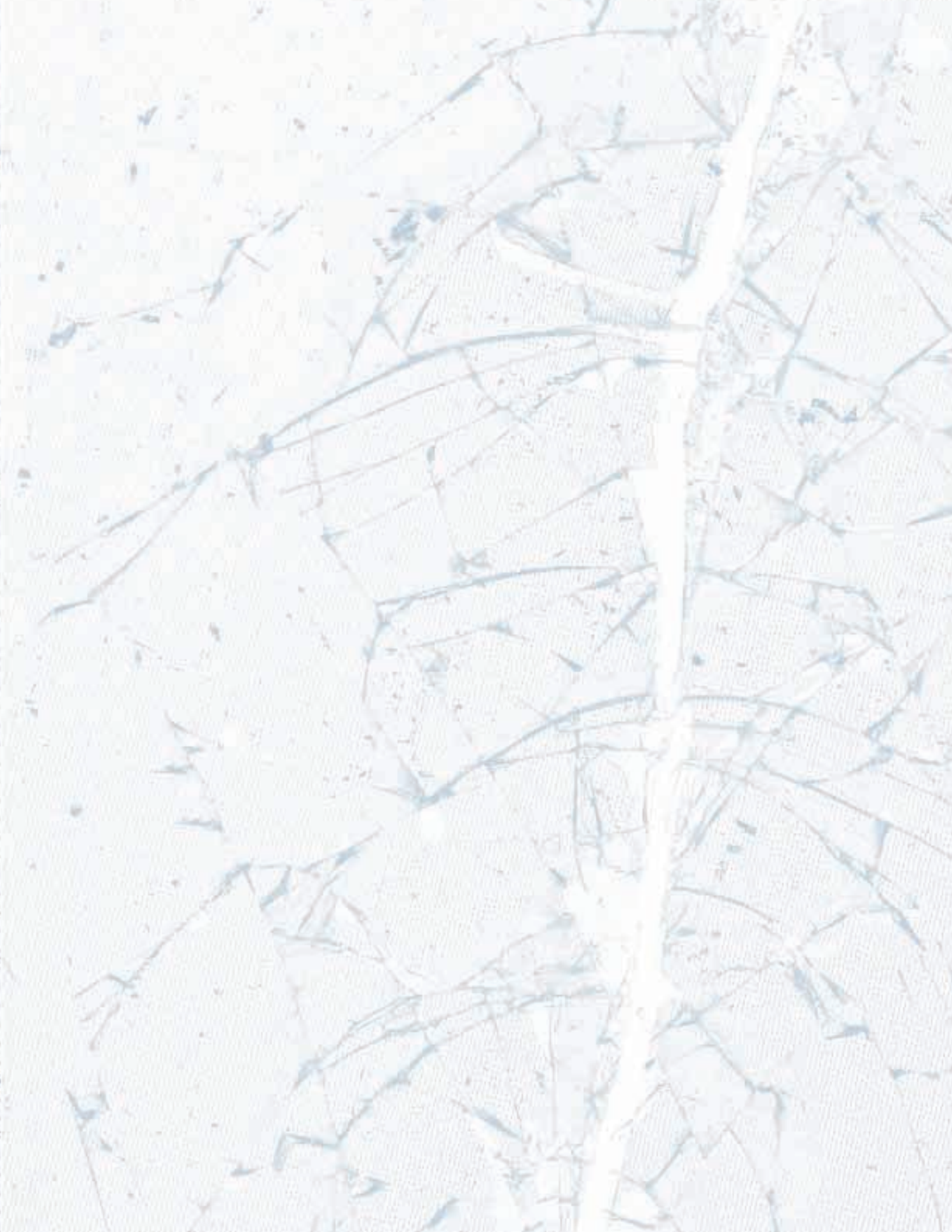
Rule 12 of FCRA Act provides that if the contributions received during the year exceed ₹ 1 crore, then the organisation has to keep in the public domain all data of receipts and utilisation during the year.

Particulars	Annexure	Amount (Rs.)
INCOME		
Research and Training Grants		42,878,134.25
Other Income		1,405,303.25
TOTAL		44,283,437.50
EXPENDITURE		
i). Research & Training Programme Expenses	(I)	33,967,815.94
ii). Grant		0
iii). Administrative Expenses	(II)	10,498,580.62
iv). Depreciation		2,013,313
TOTAL		46,479,709.56
EXCESS OF EXPENDITURE OVER INCOME		(2,196,272.06)
TOTAL		44,283,437.50

RESOURCE PROVIDERS*

Resource Provider	Foreign Contribution Account (Rs.)	Indian Account (Local Fund) (Rs.)	TOTAL (as on 31.03.2012) (Rs.)
RESEARCH AND TRAINING GRANTS			
Afghan Aid (PRIA International)	1,574,375.00		1,574,375.00
Arghyam		813,000.00	813,000.00
The Asia Foundation	778,440.00		778,440.00
Avantha Foundation		1,212,225.00	1,212,225.00
Calgary Board of Education	1,520,728.96		1,520,728.96
Change in Alliance	439,810.00		439,810.00
The Ford Foundation	8,845,372.80		8,845,372.80
I C C O	1,070,008.29		1,070,008.29
IDEA (International Institute for Democracy and Electoral Assistance)		364,292.00	364,292.00
Institute of Development Studies (IDS)	1,467,804.03		1,467,804.03
Institute for International Cooperation of the German Adult Education Association (DVV International)	7,223,679.90		7,223,679.90
INTRAC	962,089.48		962,089.48
Kyrgyz Adult Education Association	238,248.00		238,248.00
Partnership For Transparency Fund (PTF)	94,224.00		94,224.00
Polis Institute	1,211,500.50		1,211,500.50
Pro Public (PRIA International)	1,558,067.00		1,558,067.00
PSO (PRIA International)	1,057,300.00		1,057,300.00
PSO	2,799,440.88	71,613.52	2,871,054.40
The Rockefeller Foundation	7,462,258.40		7,462,258.40
Swiss Agency for Development and Cooperation (SDC)	1,950,558.50		1,950,558.50
The United Nations Population Fund (UNFPA)		5,964,191.00	5,964,191.00
The United Nations Children's Fund (UNICEF)		148,552.00	148,552.00
University of Toronto	605,473.89		605,473.89
University of Victoria (UVic)	1,594,804.08		1,594,804.08
Other Income	423,950.54		423,950.54
Total	42,878,134.25	8,573,873.52	51,452,007.77
CONTRIBUTION FROM CONSULTANCY			
Deloitte	--	--	1,403,748
GIZ	--	--	1,040,952
Total	--	--	2,444,700

*Schedule 9 forming part of Income & Expenditure Account





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