

PRAXIS

ANNUAL REPORT
April 2009- March 2010





participation

Annual Report
April 2009 – March 2010

Contents

I.	From the CEO	3
II.	Revisiting April 2009 to March 2010	4
	i. Social Equity Watch	5
	ii. Children	6
	iii. Youth	7
	iv. Sexual Minorities and IDUs	8
	v. Women	10
	vi. Dalit Community	10
	vii. People in Bihar	11
	viii. Engagement with the state	12
	ix. The Urban Poor	13
III.	Training	15
IV.	Breaking the silence	17
V.	Networks	19
VI.	Praxis System Audit	20
VII.	Facts and Figures	20
VIII.	The People of Praxis	21
IX.	The Managing Committee	26
X.	Praxis Offices	27

I. From the CEO

How will she survive without knowing even a word of Hindi or the city?" poses a friend looking at a young tribal girl who had just landed in Delhi from one of India's tribal hinterlands. Well, is it even a choice she has? Forced out of their lands, livelihood and identities, by the drivers of the India's growth like Vedanta, et. al., what choices are left for the many like her?



Even as the rich India is surging ahead with its newfound identity and pride, the poor India is forced to send its daughters packing, in a bid to survive. Two Indias, exclusion, feminisation of poverty..., call it what you may, but the widening disparity is in our face, if we care to look. It's not about the usual rural, urban divide but also about the divide within the urban centres. An estimated 140,000 families have been thrown out of their living space and hundreds of millions of rupees of welfare funds have been diverted, for the now infamous, Common Wealth Games.

Democracy is probably a necessary, but not sufficient condition for justice and equity to be realised and practiced. Particularly when there are ample evidences of democracy having become 'the free world's whore'¹. Globally, the political parties - right, left and centre - are in competition to train their voice to sing the market anthem. The sovereign power holders of a democracy, the people, have been reduced to mere spectators - and 320 million of them, accounting to more than the total population of the U.S and Australia put together, have been condemned to be in abject poverty, with appeasements doled out just before the ritualistic voting.

At Praxis, the core of our work has been attempts at democratising development processes. In the year that went by, the Praxis team has been relentless in its attempt to seek and understand, and you will find a snapshot of those engagements in the following pages of this report. It ranges from capturing unheard voices to collectivising sections of the poor India.

In the many journeys and explorations, we realised that there is a growing section of the poor India that is fed up with politicians who have cheated them, theories and ideologies that have failed them and no longer offer them a guide to action², and intellectuals and development workers who have lost their sheen and have become beneficiaries of globalisation. They have come together to define and express their struggles themselves without the parties of the political mainstream or the Maoists or the intellectuals and the NGOs. We found hundreds of examples³ of such struggles across the country—be it against dumping of municipal wastes or for land rights. Unhindered by ideologies or political affiliations, these struggles are slowly becoming quietly assertive. In these struggles, probably lie the way forward for the evolution of a participatory democracy through a new dialectic of the poor India that reads participation together with resistance.

Tom Thomas,
CEO, Praxis

¹ Arundhati Roy, speech presented in New York City at The Riverside Church on May 13, 2003

² Rajani Kothari, Rethinking Democracy, 2005

³ Beyond the scope of this report

II. Revisiting April 2009 to March 2010

Praxis-Institute for Participatory Practices is a not for profit organisation set up in 1997 to promote participatory practices in all spheres of human development. Over the years it has evolved as an autonomous entity that has become synonymous with participation in the development sector.

Praxis strives to be at the international forefront of a wide range of participatory governance and development practices, enhancing the control of the poor in development processes and institutions through a variety of effective strategies and methods. Praxis devises practices to enhance the participation of the community in all its endeavors while at the same time acknowledging that 'participation' is not a technical or a mechanical process that can be realised through the application of a set of static and universal tools and techniques, but rather a political process that requires challenging the existing power structure. Thus, for us, the community is not seen as an object but rather as an agent of change.

The past year was one of new active engagements and concretising of previous engagements, wherein we concentrated on inclusive development. Social Equity Watch (SEW) was used as a platform to politically engage in promoting social equity in all interventions for development. Praxis worked with some of the most excluded groups such as children, dalit communities, women, injecting drug users, and people living within the Kosi embankments; building capacities of some of these groups to increase their participation in decision making processes.

Included in this report are some of the major professional assignments and internal advocacy initiatives undertaken by Praxis between April 2009 and March 2010 that bring communities to the centre of research and learning process, viewed through the lens of exclusion as mentioned above.

i. Social Equity Watch

Praxis is anchoring the secretariat of Social Equity Watch (SEW), a platform for sharing equity concerns and to politically engage in the promotion of social equity in all interventions for development since September 2009.

SEW has explored strategic interventions and policy initiatives that activists with support and solidarity from movements, organisations, academics and individuals throughout the country, are committed to working with, with the overall aim of protecting and promoting human rights of the most excluded communities and groups.

It was conceptualised in the wake of one of the worst hit natural disasters of the century, the Tsunami that took lives and livelihoods of millions of people in December 2004. The urgency for addressing the question of social exclusion and discrimination emerged from many reports of exclusion or marginalisation of Dalits, tribals, minorities, women-headed families and other social categories in the post-disaster relief and rehabilitation work. The relief efforts post-Tsunami highlighted the fact that despite high levels of awareness, good intentions, adequate resources, and accepted standards and principles of relief operations, the marginalised and the most vulnerable repeatedly fall by the wayside during programme implementation.

It has since expanded its scope beyond the disaster context and subsequent relief and rehabilitation programmes. It will also look

into the strategic interventions and policy initiatives that potentially contribute to exclusion in the long run. This course of action is conceived as a political process that critically looks at the power structures, systems and relations at the micro and macro levels that perpetuate exclusion and discrimination.

In order to reveal the deep rooted problem of social exclusion systematically on a large scale, SEW has initiated a study called National Infrastructure Equity Audit, which is envisaged to address the issue of exclusion with regard to development indicators and infrastructures. This study is expected to the gross inequities that exist with the placement of infrastructure in villages while also exhibiting how this contributes to perpetuating the cycle of poverty for marginalised communities. Social services that are critical instruments in implementing anti-poverty programmes, such as schools, the panchayats office and the revenue office are consistently located close to upper caste habitations. This inequality in the accessibility of services is not an isolated incident across a few villages, but instead is a widespread phenomenon across rural India.



ii. Children

Children are vulnerable to exclusion by virtue of their age. They are often deprived of their basic rights to survival, health, nutrition, education, safe drinking water and protection. Praxis has been involved with work related to children, with an effort to overcome the biases of traditional research and to bring forth analysis on the true aspirations of girls and boys, using appropriate tools and approaches.

National Study on Status of Child Protection Mechanisms, Infrastructure and Systems in India - Childline

Praxis has been assisting Childline in evolving a research design as well as with data analysis for a study on child protection mechanisms called the 'National Study on Status of Child Protection Mechanisms, Infrastructure and Systems in India'. The study tries to map the status of the governance infrastructure and mechanisms that exist across the country, which are responsible for realising children's right to protection. The study aims to make the State responsive as well as accountable. It attempts to institute a 'child protection consciousness' among stakeholders to recognise protection as a primary need of the child to be provided by the centre and state governments.

Training on Child Centred Micro-planning

PRAXIS facilitated a training workshop for the staff of the Plan India (northern region) and its partner organisations working with children. The outcome of the training workshop was the development of a manual on child-centred micro-level planning focusing on needs of children, capturing the process and the need to incorporate children's voices in planning.

Workshop for NGOs working on Children's Issues in Jammu and Kashmir

CRY-Child Rights and You contracted Praxis for providing resource support for a child rights workshop for NGOs working on children's issues in Jammu and Kashmir and for its National Child Rights Research Fellowship Programme.

Capacity Building Support -Pardada Pardadi Education Society (PPES)

Praxis provided capacity building support to 30 school-girls studying in Pardada Pardadi Education Society (PPES) to organise research on issues related to children in adjoining villages in Uttar Pradesh. Under the mentorship of the Praxis team, the girl students organised a study on school dropouts and presented their findings in a seminar organised in Delhi.



iii. Youth

The voice of the youth is often unarticulated since they are neither considered part of the children's category nor as part of the adults in the community. Praxis this past year was engaged in facilitating the evaluation and interviews of two fellowships and has conducted a youth expedition on the river Kosi.

Evaluation of William J. Clinton Fellowship programme

Praxis facilitated the evaluation of the William J. Clinton Fellowship programme of the American India Foundation. The primary objective of the evaluation was to review and strengthen the fellowship programme which on one hand, provides technical skills and intellectual resources to Indian NGOs and on the other, develops leadership skills among American fellows who are keenly interested in understanding and contributing to India's development paradigm.

Kosi Youth Manifesto

The River Voices Programme was set up by Praxis UK with the aim of raising awareness particularly among young people, on the importance of rivers for tackling global poverty of river related development issues, of global actions that need to be taken to address them and personal actions that could be taken to protect them.

A pilot expedition along the Kosi River in Bihar, was undertaken in April 2009. As part of this expedition, boy scouts went down the river and interacted with youth from communities that lived along the embankments, to explore river related development issues, find out how they had been affected by floods. The scouts explored the benefits and losses due to the river, potential solutions that can help overcome some of the losses and based on this created a youth manifesto which focussed on minimising destruction due to floods and availability of a host of essential services at the time of floods.



Support to Ford Foundation in conducting regional interviews for award of fellowships

The Ford Foundation International Fellowships Program (IFP) is a unique effort to identify emerging leaders from marginalised communities. IFP fellows represent historically disadvantaged groups, including racial, ethnic and religious minorities and people living with disabilities. To identify such individuals to award fellowships Praxis conducted interviews in the eastern region at Kolkata, and shortlisted promising students from disadvantaged backgrounds.

Kosi Youth Manifesto

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- ♦ River-related development issues
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- ♦ Personal actions that could be taken to protect them.

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iv. Sexual Minorities and IDUs

This year saw the passing of the historic judgment to decriminalise same-sex behaviour among consenting adults (Section 377 of the Indian Penal Code) and Praxis continued its support to sexual minorities by its involvement in a number of projects related to the rights of female sex workers (FSW), men having sex with men (MSM), injecting drug users (IDU) and transgender people (TG).

Avahan's Community Mobilisation Monitoring Study

Praxis undertook a baseline study for the Bill and Melinda Gates Foundation's (BMGF) Avahan programme on community mobilisation among female sex workers, men who have sex with men, transgenders and injecting drug users. This study was across 36 community-based groups in six states of India—Andhra Pradesh, Karnataka, Maharashtra, Manipur, Nagaland and Tamil Nadu. The objective of the study was to develop the design, methodology and tools for monitoring community mobilisation processes. It also provided baseline information on the status of the community groups in terms of its quality of leadership, accountability structures, governance systems, sustainability and their potential to influence change.

The study provided an immense opportunity to innovate as not many similar studies or assessments of community-based groups have been done earlier. The Study has four unique aspects:

- (1) The Design had an inbuilt component of self-critical reflection and awareness. Across the board, all community groups commented that participation

in the study broadened their vision of community mobilisation substantially

- (2) The objective was to provide a design that can help monitor the progress of the capacity of community-based organisations over a period of time and quantification of qualitative data was done through a carefully structured and transparent process
- (3) Adoption of non-destructive data analysis kept the integrity of the primary data intact; and
- (4) Separation and transparency of observational and judgemental data was exercised

BMGF has since contracted Praxis with a grant to do a similar study every year for the next five years, thereby informing the programme annually of ways and means to strengthen the community mobilisation process, so as to ensure that the ownership of the programme is transitioned to the community by 2014. The purpose is to strengthen community groups across the six states involved in addressing issues related to HIV/AIDS prevention and vulnerability reduction. This will be achieved through generating and disseminating timely information on community groups' organisational capacities and their capacity to address vulnerability issues in India.

Building Networks of High-Risk Groups across six High Prevalence States in India

In continuation of the work that Praxis has done through the Avahan programme, supported by the Bill and Melinda Gates Foundation (BMGF), it is leading a consortium with two other agencies (Centre For Advocacy Research and REACH) focused on the process of formation of state level networks of the community of female sex workers (FSW), men who have sex with men (MSM), transgender (TG) and injecting drug users (IDUs). The state-level networks will represent communities and community based organisations across Avahan, non-Avahan and State AIDS Control Society's programmes in these states. The unique aspect of this process is to evolve a sustainable network of the community members to amplify the voices of the community at the state level, even after the Avahan programme is transitioned to the National AIDS Control Organisation.



The year 2009-2010 for the Network grant process was one of negotiation and finalisation of the consortium, followed by planning. A new office was identified and set up in Hyderabad, for the network grant team to operate out of and the process of recruitment for the seven-member team in Hyderabad and six state coordinators, was initiated.

Baseline study: Andhra Pradesh

CARE Andhra Pradesh contracted Praxis to conduct a training needs assessment and establish a baseline for its programme of building the capacities of NGOs and CBOs supported by Andhra Pradesh State AIDS Control Society. As part of the study, Praxis developed and contextualised tools and provided a design and implementation plan for development of a baseline. It also finalised the baseline tools in consultation with CARE and the Andhra Pradesh State AIDS Control Society.

An instruction manual with the final tools was prepared for the prospective investigators and a training programme was conducted for them as well as all the stakeholders involved in data collection. Praxis then went on to facilitate a validation exercise along with CARE after the first round of data collection and developed an analysis plan in consultation with them.

Supporting Community Mobilisation process of ORCHID project

Project ORCHID has been implementing targeted interventions among 18000 Injecting Drug Users (IDU), 5000 Female sex workers (FSW) and 1000 Men having Sex with Men (MSM) in select districts in Manipur and Na-

galand, since 2004 through local NGOs. Through implementation of the Avahan programme over the last four and a half years, there have been efforts to mobilise the communities and empower them to address the issues of vulnerability, discrimination, criminalisation and risks related to HIV.

Project Orchid contracted Praxis for facilitating and building strategies for mobilising communities of IDUs in Manipur and Nagaland. The main agenda was to facilitate an evolving commu-

nity mobilisation strategy appropriate to the context of Manipur and Nagaland. The Praxis team is currently anchoring the process of community-led visioning and strategy development processes in both the states and evolving a preliminary monitoring design for the communities to self-monitor the mobilisation processes. As part of the process, the communities gain awareness on their rights and entitlements and engage in collectivisation processes.

Synthesis of the State Training Resource Centres Evaluation Process

The National AIDS Control Programme Phase III (NACP III) has standardised systems and procedures through a set of operational guidelines, which have been developed on all categories of Targeted Intervention Projects, namely the community of female sex workers (FSW), men who have sex with men (MSM), transgender (TG) and injecting drug users (IDUs) as well as Migrants and Truckers. In order to ensure standardised and quality trainings to different categories of staff working with NGOs/CBOs on TIs, the National AIDS Control Organisation (NACO) has decided to institutionalise the training and capacity building process through the creation of State Training and Resource Centres (STRCs) across the country.

To understand the performance and quality of the STRCs upon completion of their first functioning year, NACO approached Praxis to carry out an evaluation of nine STRCs. The evaluation methodology applied throughout has been largely developed by NACO and comprises of three major areas of assessment - pro-



gramme delivery, organisational capacity and financial management.

Through the evaluation of STRCs, Praxis submitted a report which provided:

1. Critical inputs on the methodological design itself, so that the multitude of information related to functioning of STRCs are captured.
2. Recommendations to the NACO team, for providing appropriate and timely provisions to STRCs.

v. Women

International Women's Day had its centenary celebrations in March this year and Praxis is keen to now look back at its decade of cutting edge work with women. Gender equity continues to have the highest priority in all its operations and most of its work has a focus on the inclusion of women.

Maternal and Perinatal Death Inquiry and Response (MAPEDIR)

In order to directly involve rural women in the analysis of the maternal health situation of the village and understand causes of maternal death, Praxis was contracted by the UNICEF-MAPEDIR project. One of the core aspects of this project was to create a set of tools that can help disseminate MAPEDIR study findings to the rural women in a very simple way. Praxis developed a set of static and interactive tools, along with instruction manuals for facilitators to use the tools with the community.

vi. Dalit Community

Praxis strives for the inclusion of dalits in mainstream society and for their right to participate in the process of development. During the year, issues of dalits received prominence in most projects and Praxis was part of an evaluation of a dalit focussed programme as well

as capacity building of members of a forum in which Praxis had been a facilitator in.

Evaluation of programme for promotion of micro-enterprises by clusters of dalit women

The project "Cluster Approach for Sustainable Economic Growth of Dalit Women through Micro-enterprises" aims at addressing the problems of lack of sustainable income sources of the dalit community. Praxis facilitated the end term evaluation of the project in Kaimur and Rohas districts of Bihar. The project was implemented by PNDSS (with NDCC as nodal agency) in collaboration with four of its local partners; with support of Lutheran World Relief. The evaluation sought to determine the relative gains of project beneficiaries belonging to dalit communities in particular, in terms of impact on their livelihood choices, social capital, bargaining power and savings.



Dalit Watch orientation of animators

Dalit Watch – a network of dalit-focused networks in Bihar was constituted in the aftermath of the severe floods of 2007, in recognition of the need to keep an eye and act upon the widespread instances of exclusion faced by dalit communities while availing relief and rehabilitation support in the wake of disasters. Since its formation, the network has been undertaking a number of collective interventions to raise issues of discrimina-

tion faced by dalit communities during and after disasters. Praxis has been a part of the network since November 2007 and has been extending support to the Secretariat of the network.

In 2009, Dalit Watch initiated a process of establishing 'Information and Action Centres (IAC)' across 15 disaster-prone locations of Bihar, each with the mandate of monitoring and acting upon instances of exclusion faced by dalit communities in villages located in the catchment of the centres. In the beginning of the process, Praxis conducted an orientation of the IAC Monitors to establish the functions of the centres. The centres are supported by CordAid and are being managed by five dalit-focused networks—Bachpan Bachao Aandolan, Badh Sukhad Mukti Abhiyan, Dalit Samanvay, Lok Sakti Sangathan, and Nari Gunjan.

vii. People in Bihar

The first office of Praxis was established in Bihar and Praxis has a continued presence and commitment to the state. During the year, Praxis initiated some innovative processes and contributed positively to scale up some others.

Kosi Yatra and compilation of people's manifesto

A journey across the entire stretch of the Kosi, with the objectives of connecting with local communities and urging them to dialogue with electoral aspirants, was organised in April 2009. The process of the campaign entailed formulation of a People's Manifesto together with a youth manifesto with aspirations of the inhabitants of the Kosi basin. There was active involvement of a number of prominent civil society organisations, Panchayati Raj Institutions, activists and media representatives.

Support to Oxfam India in formulation of a strategy for Bihar

Oxfam India sought support from Praxis to develop its programme strategies for Bihar related to themes of economic justice, gen-

der justice, essential services, urban poverty, disaster risk reduction and humanitarian response. Praxis, in recognition of the alignment of Oxfam's thrusts with its own strategic orientation, engaged with the process by undertaking consultations with eminent civil society organisations, activists, prominent INGOs and key functionaries of the Government of Bihar followed by a workshop for finalisation of the strategies.

Strategies identified in the process call for rights-based advocacy through a combination of macro- and micro-level processes, besides interventions towards enhancement of resilience to climate change and disasters, augmentation of vulnerable livelihoods, action on prioritised needs of the urban poor and promotion of diversity to address social and gender-based discrimination.

Supporting CSOs in Bihar in developing Project Proposals for PACS-DfID funding

With the aim of bringing about reduction in the well being gap between the socially excluded population and the general population, a new phase of the Poorest Areas Civil Society (PACS) Programme, an initiative of the UK Government's Department for International Development (DfID), was launched in 2009.

Praxis, designated as a Resource Support Organisation to complement the strengths of IFIRST - the management consortium for the programme, extended support to three civil society organisations in Bihar in developing project proposals as per the guidelines of PACS.



viii. Engagement with the state

Praxis has been offering support to different government and state institutions in order to help them improve their capacity to deliver accountable and better quality services to all its citizens, particularly the poor and the most excluded.

Sikkim governance project

SDC has been supporting the Government of Sikkim in deepening democratic decentralisation in Ranka and Rakdong Tintek blocks of East Sikkim in order to help them to emerge as model blocks. As part of the programme, Praxis imparted training to a select number of government functionaries of Ranka and Rakdong Tintek blocks to enable them to facilitate decentralised planning across all the gram panchayat units of the two blocks. They were subsequently guided to generate a perspective plan of Ranka – one of the high-profile panchayats in Sikkim. The perspective plan was based on the 15 functions devolved to Panchayati Raj Institutions in Sikkim and it aimed to spell out development needs and opportunities in the areas of human development, infrastructure augmentation and development of productive sectors in particular.

Integrated District Planning in Vaishali

Praxis facilitated Integrated District Planning in Vaishali district of Bihar in 2009 under the stewardship of Panchayati Raj Institutions and Municipal Bodies. This initiative aimed at facilitating the emergence of the first ever 'Integrated District Plan' in Vaishali district of Bihar in line with the guidelines of the Planning Commission. The exercise sought to strengthen the District Planning Committee of Vaishali and the elected local governments at various levels (wards, gram panchayats, panchayat samitis, zilla parishad, nagar panchayats and nagar parishads) to formulate and consolidate plans with respect to the mandates given to them under relevant legislations or government orders. The exercise focused on reviving the institution of gram sabha by constitution of ward level committees of village residents to voice the development needs of each ward in gram sabha meetings.

Presentation at LBSNAA Mussourie

A presentation on the role of Panchayati Raj institutions

in the enhancement of inclusive development was made at the Lal Bahadur Shastri National Academy of Administration, Mussourie. The focus of the presentation was on demonstrating the potential of Panchayati Raj institutions in addressing exclusion of communities from development processes, if vested with opportunities to plan and monitor interventions under prevalent schemes and programmes.

Assessment of level of empowerment of elected representatives in Patna Municipal Corporation

The constitution of India enshrines rights of the elected representatives of urban local bodies. The state, consequently, has to make the necessary provisions in their Municipal laws for their empowerment in order to enfranchise their power for urban development with a proper plan of action. Praxis undertook an assessment in this context to understand the level of empowerment of the elected representatives. A varied mix of elected representatives including men, women, Dalits and OBCs, representing different geographical areas of Patna Municipal Corporation were interviewed. The areas of enquiry included their level of satisfaction in performing their role as ward representatives, their ability to fulfil the demands of citizens, their perspectives, interest and vision in contesting elections, and their plan to put their visions/perspectives into action. It also attempted capture information on the level of participation and encouragement of citizens in local planning as well as systemic barriers in planning processes.

Citizen's Rights to Public Financing Project, Malawi

Action Aid and Plan Malawi received funding from DFID to build capacity of local communities and civil society organisations to demand government accountability on public funds through promotion of citizen participation in the national budget cycle and encourage the collection of evidence about performance of service delivery from communities.

Praxis was chosen to lead a team of civil society and government representatives in the design of a methodology and framework for monitoring citizens' rights to public financing. This included:

- Review of the range of civil society and govern-

- ment data collection tools and the data bank system
- Recommendations on how to improve their performance – notably:
 - o Clarifying how effective triangulation will take place
 - o Identify how tools will address gaps in data from the district data banks
 - o Establish which tools should be used and which should not
 - o Refining existing tools where necessary

If implemented well, this has the potential to emerge as a model for the whole of Africa, and probably even the rest of the world, in engaging communities to hold the governments to account.

ix. The Urban Poor

Since the initiation of the Tamil Nadu Urban Development Project (TNUDP), affected citizens (largely the urban poor) of Chennai have had little say in the courses of events and development projects that have been planned in the very sites where they have been living for generations. Private-public entities such as the Tamil

Nadu Urban Development Fund have been making all the decisions regarding the ‘development of the city’, towards making it the most attractive investment destination for global investments in India. Chennai has thus been witnessing relocation of the urban poor due to massive construction projects that have been planned and executed by these limited concerns.

The Praxis team has been involved with the Citizens Rights Forum (CRF), Chennai, in conducting a series of verifications with regard to the status of delivery of various critical entitlements, basic amenities and services to validate the claims of the government that all is well in the relocation sites for the Tamil Nadu Urban Development Project (TNUDP). People have been relocated in large numbers into ‘relocation sites’ that are being built without any benchmarking of quality or standards of adequacy in liveability and access to even basic services and amenities.

A fact-finding document was prepared through a series of Right-to-Information Petitions submitted to various departments and field verification. The document is being shared with various networks of civil society and the media and has been used to inform



various offices including the UN Special Rapporteur on Housing and the Chief Food Security Commissioner appointed by the Supreme Court who have in turn sent communiqués to the state government, requesting a status report on these alleged violations of the rights of the slum dwellers. CRF has been able to use this information to mobilise people in the various slums that face the immediate threat of eviction. On the basis of this engagement as well as internal team deliberations, Praxis has planned involvement in a political economy study of the status of participation and marginalisation of the urban poor in global city building.

The scope of the present initiative will be to engage with the urban poor and other stakeholders in the Chennai context, to facilitate an action analysis of the social, economic, and political dimensions that drive change in slum / pavement habitation, wealth creation and retention, customary rights, destitution, citizenship and space for engagement of the poor in decision making and governance. It will seek to understand the power relationships between actors at the societal level and the various political, economic and social factors and incentives that affect these actors in delaying /negating a pro-poor agenda for development.

III. Training

PRAXIS has been conducting regular workshops and trainings for government institutions, various national and international development organisations and the corporate sector, on a range of topics such as the basics of participation and introduction to participatory tools, micro-level planning and participatory monitoring and evaluation. Some of the training programmes undertaken this year include.

THE WORKSHOP 09

The international workshop plays a pivotal role in capacity building in participatory approaches of development professionals from across the globe. The learning environment at the workshop recognises and applies the Friarian axiom on adult learning of “teacher-student” and “student-teacher”. During the year Praxis organised the 13th International Commune on Participatory Development at Kila Campus, Thrissur in Kerala from 30th September - 9th October 2009. Development professionals from countries like Afghanistan, Bangladesh,

Ethiopia, Kenya, Sri Lanka, Timor Lieste, UK and Zambia attended the workshop to reflect, share and learn about participatory development. The participants also had an opportunity to understand the state of Kerala and interact with activists and intellectuals of the state through semi-structured interfaces.

The modules offered for the year were:

1. Community-led Local Level Planning
2. Community-led Monitoring & Evaluation
3. Participatory Methods & Approaches

The programme included general and specific theoretical inputs, fieldwork in rural and peri-urban settings and a sharing, reflection and feedback session.

Training Needs Assessment of functionaries of Collectorates in Bihar

As a part of consortium extending support to the Bihar Prashasanik Sudhar Mission (Bihar Administrative Reform Mission), Praxis conducted a training needs assessment of functionaries of four collectorates in Bihar



for identifying key areas of capacity building for effective delivery of services to the citizen.

Training on Child Centred Micro-planning

Praxis facilitated a training workshop for the staff of the Plan India (northern region) and its partner organisations working with children. The outcome of the training workshop was the development of a manual on child-centred micro-level planning, focusing on needs of children, capturing the process and the need to incorporate children's voices in planning.

Training of facilitators for piloting decentralised planning processes in Purnia district of Bihar

Purnia is one of the 6 districts in Bihar identified by the UN Joint Action Mission for promotion of decentralised planning. On account of Praxis's experience in facilitating integrated district planning in Vaishali district of Bihar in the capacity of 'Technical Support Institute', it was invited to impart training to selected students of the Rural Management Department of Patna University in order to develop a cadre of resource

persons to facilitate decentralised planning processes in Purnia.

REFLECT for Welthunger Hilfe

As part of Welthunger Hilfe's 'Empowering Women: Access and Ownership over Land and Land Based Activities through Education, Legal Literacy and Advocacy in Rural India', Praxis was invited to present feedback on the baseline data shared by the six partners under this project, as well as conduct an orientation workshop on participatory resource mapping and REFLECT. This partnership reflected a growing interest amongst participants at the workshop, on some the fundamental premises of development approaches.

Participation and Fair Trade, Kerala

Praxis conducted a workshop for members of Max Havelaar, France and French journalists to help them understand Fair Trade from the perspective of the farmers of Kerala, who are situated in a unique socio-political context. Praxis partnered with Fair Trade Alliance Kerala, for this workshop.

IV. Breaking the silence

Praxis captures the voices of the poor without distortion, duly acknowledging the sources and disseminates them, using both state-of-the-art electronic media and alternate forms such as folk media of the oral tradition.

Participatory development is the insignia of Praxis that has created platforms across villages, regions and countries for all the key stakeholders (government, non-government and private sector) to work together without jeopardizing concerns of the poor and vulnerable. Praxis emphasises sharing of enriching lessons and insights, generated from these participatory development experiences and creating a common heritage of such renowned experiential knowledge, through the production of creative documentation.

Report on Land Mapping exercise in Bihar

Praxis in partnership with Ekta Parishad had facilitated a land mapping exercise in 37 locations across 5 districts of Bihar. It was undertaken in order to comprehensively analyse the patterns of ownership and control

over the entire range of land holdings, falling within the boundaries of a few selected villages. It was also aimed at bringing to light micro level challenges and prospects relating to land distribution. This had tremendous relevance for efforts directed at providing land to the landless and homeless families of the state, as well as to identify necessary policy interventions.

“Landlessness and Social Justice”, a book on land mapping process was released by Shri Narendra Narayan Yadav, Cabinet Minister, Revenue and Land Reforms, Government of Bihar, in the presence of Dr. Jagannath Mishra (former Chief Minister) and Shri Shubhmurti, Chairperson of Bihar Bhoodan Yajna Committee in February 2010.

Report on Patna's urban poverty

Praxis facilitated a participatory study of Poverty Pockets in Patna, with the objective of identifying important issues of survival facing the poorest communities of urban Patna. The study provided a comprehensive account of diversities of the selected slums, key issues related to accessibility of well-being



opportunities for the poorest section, livelihood struggle, and experiences of the poor as citizens. The report released by Honourable MP Shri Shatrughan Sinha in the presence of MLAs and councillors, was followed by intense debate on the poverty situation in Patna and ways forward.

Film on NREGA for Ministry of Rural Development, Government of Bihar

The film aimed at bringing about mass awareness related to key entitlements under the National Rural Employment Guarantee Act, was produced in collaboration with the Ministry of Rural Development, Government of Bihar, funded by the World Bank. The film was created as a docu-drama set in real settings of Vaishali, Bihar, using local dialects and its mass appeal was tested during the preview screenings. The government

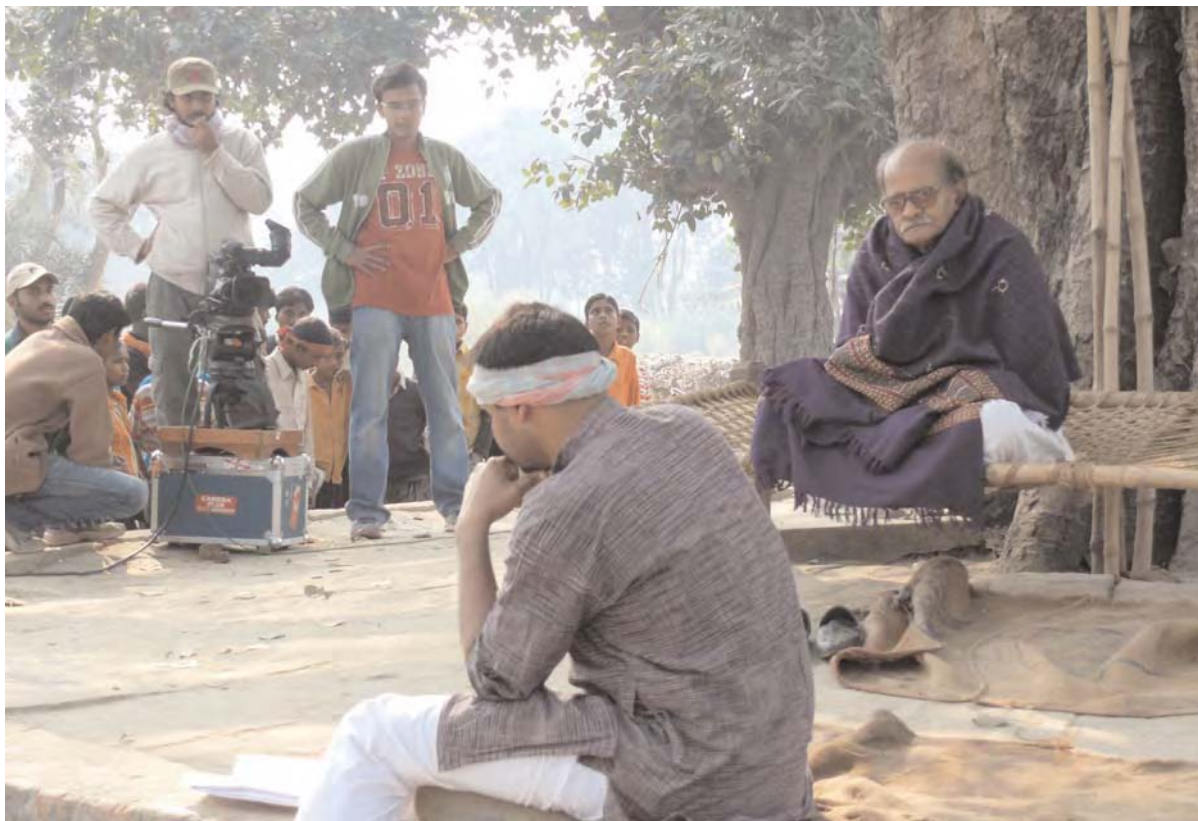
has permitted screening of this film at a mass scale in Bihar to generate awareness about rights and entitlements.

Films on Kosi

'Trapped Within', is a short film that documents the process of the Kosi scout expedition. It encapsulates what the scouts in the Kosi region saw and did and how they developed a youth manifesto. This film can be viewed on the River Voices blog that Praxis set up on behalf of the scouts.

Voices of Kosi

A film entitled 'Voices of Kosi' was produced, based on the Kosi Yatra and explored issues faced by inhabitants living along the embankments across the entire stretch of the Kosi basin.



V. Networks

At Praxis, networking and alliance building are most essential strategies to deal with the highly complex structural issues of poverty and marginalisation. The experiences of Praxis reiterate that creative engagement with like-minded civil society organisations and movements, facilitate creation of an enabling environment for the disadvantaged communities to claim their rights and entitlements. Praxis is part of various networks across regions and countries and facilitates networking of vulnerable and excluded communities and their organisations.

Participation, Power and Social Change team, Institute of Development Studies (IDS, University of Sussex, United Kingdom) – Praxis continues to be a member of the advisory group of the team which works in partnership with diverse collaborators from around the world to generate ideas and action for social change.

Community Mobilisation and Structural Interventions: Member of the Advisory group for the Avahan programme, a Bill and Melinda Gates Foundation programme on prevention of AIDS among the High Risk Groups.

Dalit Watch: The National *Dalit* Watch (NDW) emerged in 2009 in recognition of the need for scaling up the efforts of *Dalit* Watch Bihar in monitoring and acting upon

instances of exclusion of dalit communities in the wake of disasters in Bihar. Spearheaded by the National Campaign on *Dalit* Human Rights, the collective seeks to respond in an organised and systematic manner to the scenario of exclusion of *Dalit* communities during disasters. Praxis is a member of this national network and hosts the secretariat of Dalit Watch Bihar.

RCPLA (Resource Centre for Participatory Learning and Action): member of this alliance of seventeen organisations from around the world that strive to promote the empowerment of the disadvantaged through participatory action

National Coalition for Strengthening PoA Act: Praxis is a member of the National Coalition for Strengthening of the SC-ST (Prevention of Atrocities) Act 1989, spearheaded by the National Dalit Movement for Justice. The alliance seeks strengthening of the Act for more effective action against instances of atrocities faced by members of dalit communities.

Planet Kerala (Participatory Learning and Action Network, Kerala) - Praxis associates with PLANET Kerala, the network of practitioners of participatory approaches, many of who are alumni of Praxis' international workshop.

VI. Praxis System Audit

The system audit process that started in 2008-09 has become a continuous process. The system review, this year made a revision of salary of the staff based on a market study and self-assessment. All Praxis staff underwent self-assessment and performance assessment processes and created baselines and benchmarks of performance under each designation. The vacancies were mapped and new staff was recruited through a series of systematic selection processes.

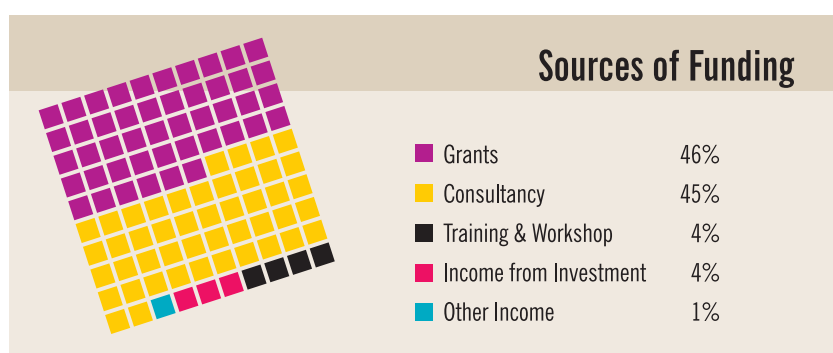
The system review focused on a strategic area approach to translate the vision and mission of Praxis into operation such as research, training and capacity building, advocacy and direct action and communication: These four areas along with Human Resources, Finance and Administration departments constitute the basic organisational structure of Praxis.

The system audit process has evolved as an in-built system of Praxis that will be facilitated every year. Its primary purpose is quality enhancement and bench marking of team members on learning curves, so as to help enhance the individual team member's learnings in a structured way, help managers and mentors to focus their inputs and for Praxis to assess gaps in skills, when recruiting new members or hiring consultants.

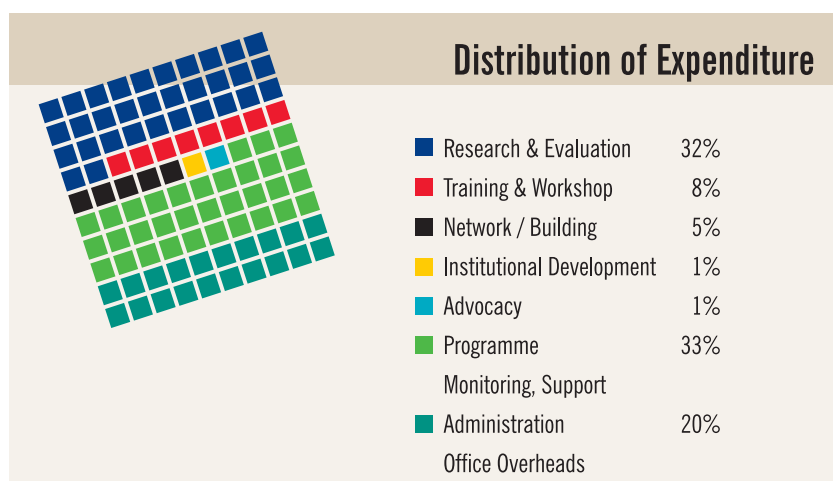
VII. Facts and Figures

(All figures in Rs. 000's)

DISTRIBUTION OF EXPENDITURE		
Activity	2008-2009	2009-2010
Consultancy	10607	24652
Training & Workshop	1407	2399
Income from Investment	8981	2115
Other Income	555	690
Grants	—	25328
TOTAL	21550	55184



DISTRIBUTION OF EXPENDITURE		
Activity	2008-2009	2009-2010
Research & Evaluation	3138	8118
Training & Workshop	1584	1968
Advocacy	325	308
Programme Monitoring and Support	7710	8502
Institutional Development	331	213
Network/Building	-	1412
Admin/Office Overheads	4694	5102
TOTAL	17827	25623



VIII. The People of Praxis

PRAXIS DELHI

ARUNA MOHAN RAJ

(Programme Assistant Research) (Joined during the year)

Aruna has a master's degree in Sociology from Christ College, Bangalore and is currently pursuing a PG Diploma in Human Rights Law From National Law School, Bangalore. Her objective is to work in the development sector with a rights-based perspective on development issues. Her expertise lies in child rights.

DR. ASIYA NASREEN

(Programme Officer) (Left during the year)

Asiya comes from an academic background in social work. She has taught the social work curriculum at the postgraduate and undergraduate level at the Department of Social Work, Jamia Millia Islamia for ten years. She has written articles on development issues and a book on the issue of ageing, she also holds a Ph.D in social work. She was associated with Praxis after taking a break from her career in teaching.

ANBERIN PASHA

(Fellow) (Left during the year)

Anberin joined Praxis in April 2009 to produce documentary films on Praxis' initiatives and worked in the communications department. While researching for a documentary film to be produced by Praxis on the impact of globalisation, exploring an ideology that is both unconscionable and ecologically destructive, she worked with the communications team to strategise external and internal communications. She has worked in Africa, the Balkans and the United States producing documentary films and fundraising films for NGO's.

BENJI JOHN

(Senior Admin. Officer)

Benji has sound experience in administration, data pro-

cessing and logistics. He has previously worked with national and international NGOs.

HUMA KIDWAI

(Fellow) (Joined during the year)

Huma is a recent graduate from Harvard University with a Masters degree in International Education Policy. She has interests in the issues of Early Childhood Care and Education, and Girl Education in South Asia, and as a student volunteer she has worked with a number of children's organisations in India. Huma is interested in studying the traditional settings of education in India and in future she wants to research the pros and cons of mainstreaming Madrassa education in the country.

M. KUMARAN

(Sr. Programme Officer) (Joined during the year)

Kumaran has experience in facilitating interdisciplinary mixed method research, involving qualitative, quantitative, participatory and ethnographic methods. He has been part of research with people in begging, mentally ill women, displaced people, urban poor and victims of communal violence, state led atrocity and hunger. His current research interest revolves around issues of community mobilisation, sexuality, and M&E. At present is working on measurement of community mobilisation efforts of FSW, MSM/TG and IDU community groups. Current explorations include participatory methods and critical pedagogy.

IRAM PARVEEN

(Programme Assistant Research) (Joined during the year)

Iram graduated in Social Work from Delhi University and later did a diploma in Mass Communication and Resource Mobilisation. Through this period and after, Iram handled several national and international level initiatives focusing on the juvenile justice system, rehabilitation of rape victims and professional volunteerism. Her

strength lies in resource mobilisation, liaison and networking with various stakeholders, programme management and communication. She has worked on various positions with several reputed organisations like Pratidhi, Dr. Shroff's Charity Eye Hospital, and iVolunteer. Iram is particularly interested in initiatives related to social awareness, women and child rights, advocacy with government and corporate organisations, resource mobilisation, and monitoring and evaluation.

JHUMKI DUTTA

(Programme Assistant Research) (Joined during the year)

Jhumki holds two masters, one in Development Studies and another in Political Science. She is a graduate from Jamia Millia Islamia University. A highly motivated team player with experience of working on issues at the grass roots level as well as with advocacy. She has a good understanding of the theoretical framework of development and related issues and experience in conducting extensive research.

NILIMA MONICA PURTI

(Programme Assistant Communication) (Joined during the year)

Nilima holds a Post Graduate Diploma in Development Communications from AJK Mass Communications Research Centre at Jamia Millia Islamia. She also did a certificate course on Resource Mobilisation from Resource Alliance. She is passionate about communication and has been involved in different professional theatre performances, production of documentary films, radio programmes and voiceover narration.

PRADEEP KUMAR

(Communication Assistant)

Pradeep holds a Post Graduate Diploma in TV Production from Notre Dame Communication Centre, Patna and a Certificate Course in photography from Ravi Bharti Institute of Communication Arts, Patna. Pradeep is Praxis's in-house cinematographer, film editor and photographer. Before joining Praxis he worked as a freelance photographer for seven years.

PRADEEP NARAYANAN

(Head Consultancies & Resource Mobilization)

Pradeep has more than thirteen years of work experience with the Government, Corporate and Non-Governmental Sector in India, Singapore and London. Having started his career as a Management Trainee in a corporate group, he has diversified to varied sectors. For the last six years he has focused on children's issues, primarily child labour and its relation to education, child protection, child participation and health. Over the years, he has also handled projects on issues of community participation, water rights, free trade agreements and fair trade. He is a post-graduate in Development Studies from the School of Oriental and African Studies, University of London.

RAFFAELLA CATANI

(Senior Programme Officer) (Left during the year)

Raffaella has more than seven years of field experience in the development sector, mainly in social and community-based programmes in Africa. She is well acquainted with REFLECT, which is a participatory methodology to empower communities through literacy. She was responsible for the management of the Praxis immersion programme, called Insight.

RANJIT KUMAR JHA

(Senior Finance Officer)

Ranjit has over thirteen years of experience in Finance and Administration in a non-profit and corporate organizational setting operating in multiple locations.

ROOPAM SINGH

(Programme Officer Research) (Joined during the year)

Roopam has a master's degree in Development Studies and Administration from University of Pune and a Master's in Fishery Sciences from G. B. Pant University of Agriculture & Technology, Pantnagar respectively. This is supplemented by a Post Graduate Diploma in Human Rights and Law from Indian

Law Society (ILS) Law College, Pune. She has many publications in the thematic areas of agriculture, bilateral trade and fisheries and has worked mainly on equity issues in relation to marginalised sections.

SABU VARGHESE V

(Driver cum Office Assistant)

Sabu has a background in Automobile Engineering (ITI) from Central Technical College, Kerala. Sabu has more than fifteen years of driving experience. Other than driving the office vehicle, he also assists in the day-to-day activities like photocopying, filing, stores and office maintenance.

SHAHINA KK

(Programme Officer) (Left during the year)

Shahina has been a television journalist with Asianet communications, one of the oldest television networks in India. She has worked in the journalism field for a decade and has produced several documentaries and news features besides the routine newsroom and reporting assignments. She has highlighted several issues in areas of development, gender and human rights through her stories. She has done masters in English language and literature and Postgraduate diploma in Mass communication and journalism.

SHARMISTHA SARKAR

(Programme Officer)

Sharmistha has nine years of experience in planning and management of nutrition, child survival, reproductive health and HIV/AIDS programmes, along with participatory planning and monitoring, advocacy, strengthening local governance, institutional strengthening, with diverse target groups. She has been involved in various participatory and policy research projects in the area of community mobilisation, social exclusion, corporate social responsibility, decentralisation, nutrition and food security.

SOWMYAA BHARADWAJ

(Programme Manager – UK operations) (Moved from Praxis UK during the year)

Sowmyaa's involvement in the development sector began as a volunteer ten years ago. Her areas of expertise and interest include poverty, water, sanitation and hygiene, urban development and rights. An experienced facilitator and a practitioner of participatory approaches, she has been involved in various trainings and capacity building exercises. She has a keen interest in gender issues, which has resulted in some pioneering work on menstrual hygiene.

SRIJAN

(Senior Programme Officer)

Srijan has over five years of work experience in the field of development. He has worked on issues of child rights, livelihood, tribal rights, disaster relief and mitigation and corporate social responsibilities. His interest areas are participatory research, training and filmmaking.

TOM THOMAS

(CEO)

Tom has over 20 years of experience in the development sector. His association with Praxis began in 2000 when he took over as CEO. Prior to joining Praxis, he held senior positions with Action Aid in India, Bangladesh and the UK. He has led Praxis on several important assignments, both nationally and internationally. Tom is also a member of the Praxis Board.

DR.VINITA YADAV

(Manager Consultancies) (Left during the year)

Vinita has nine years of experience in urban development and expertise across various sectors. She has two master's degrees - one in Geography from M. D. University and one in Urban Planning from School of Planning and Architecture, New Delhi

and Ph.D. in Institutional Capacity Building and Governance from Jawaharlal Nehru University. She has worked on projects related to institutional capacity building, governance, urban poverty analysis, monitoring and evaluation and financial management. She has experience of managing projects, which include interface with multi and bi-lateral donors, govt. officials, NGOs and community members. She was responsible for managing all the externally funded projects.

PRAXIS CHENNAI

AJAI KURUVILA JACOB

(Sr. Programme Officer)

Ajai has been a consultant to various agencies such as ActionAid International, Red Cross, CARITAS, CASA, DFID, ILO, UNIDO and Governments of Tamil Nadu and West Bengal. He has worked on projects relating to child rights and education, displacement and urban poverty with ActionAid India. He led the Community Facilitation Unit of the NGO Coordination and Resource Centre (A UNDP supported process in Nagapattinam) in the post tsunami context and has been involved in facilitating work among the pavement dwellers in Chennai over the last few years.

M. J. JOSEPH

(Head - South India Operations)

Joseph has over 20 years of experience in the development sector. An experienced facilitator and a practitioner of participatory approaches, he has also been extensively involved in various capacity building exercises. He has worked on participatory action research in the area of micro-credit, agrarian issues, drinking water, watershed development, democratic decentralisation and local governance. Joseph has also lent his knowledge to several participatory assessments and evaluations.

MARY GEORGE

(Programmer Officer)

Mary has spent over ten years working at the grass root level in the development sector. She has been involved

mainly with issues such as empowerment of women, and community based programmes in Maharashtra and Andhra Pradesh. Prior to joining Praxis she worked for two years on post Tsunami rehabilitation, housing, livelihood and community-based disaster preparedness, for Caritas India in coastal Andhra Pradesh.

BALA SUNDAR B

(Programme Assistant)

Sundar has more than fourteen years of experience in the development sector. He is well versed with the application of participatory methods and tools for data collection, analysis and community organisation. He has wide experience in conducting urban poverty assessments, process documentation, and participatory need assessments of dalit communities in Tamil Nadu. He has also been actively involved in the field research and documentation process related to Tsunami rehabilitation interventions across Tamil Nadu and Andhra Pradesh coasts.

PRAXIS PATNA

ANINDO BANERJEE

(Head Internal Programme Initiatives)

Anindo's academic background includes a post graduate degree in rural management and has been involved in a number of projects in areas of policy advocacy, participatory research and capacity building in India, South Asia and Africa. He is in charge of Praxis' internal programme initiatives aimed at furtherance of equitable development, good governance and community-led collective action.

GIRISH CHANDRA MISHRA

(Manager Finance & Admin) (Left during the year)

Girish has nine years of experience handling finance and administration in non-profit, multi- locational settings. He has an in-depth understanding of various statutory provisions and compliance management issues pertaining to governance of societies, FCRA, income tax, provident fund and gratuity. Before joining Praxis, he worked with several public and private agencies.

JAY VERMA

(Programme Officer)

Jay has facilitated partnerships and dialogues amongst various development agencies. He has been involved in the appraisal and capacity building of NGOs and participatory poverty assessment besides managing research on issues relating to youth reproductive health in Bihar and Jharkhand. Additionally, he has worked extensively in Western Rajasthan in areas of health advocacy, livestock development and community based rehabilitation programmes..

MUKTA OJHA

(Programme Officer)

Mukta Ojha, has done her Postgraduate diploma in film direction and production and has been part of various documentaries addressing issues of tribal in Himachal, Madhya Pradesh, Jharkhand and Arunachal. Films are passion and travelling is the way of living for her.

RAJENDRA RAM

(Driver cum Office Assistant)

Rajendra Ram has more than ten years of driving experience. Other than driving the office vehicle, he also assists in day-to-day activities like photocopying, filing, stores and office maintenance.

PRAXIS UK

JOSH LEVENE

(Country Manager)

Josh has over thirteen years of experience in the area of civil society participation and capacity building. Josh has worked extensively on projects with special focus on capacity building of civil society, communities, strategies for inclusion of vulnerable population groups, country needs assessments, advocacy, monitoring & evaluation, HIV/AIDS and post- conflict countries. He has worked in Africa, Latin America, Eastern Europe, India, South East Asia & Pacific.

IX. The Managing Committee

MR. TOMY MATHEW (PRESIDENT)

Tomy Mathew heads Elements, a business endeavour committed to organic and fair trade. He is also the Chairperson of the International Nut Co-operative, an international fair trade alliance. Tomy was previously the Vice President, Corporate Communications, Alacrity Group of Companies, Chennai.

MR. TOM THOMAS (SECRETARY)

Tom Thomas has been in the development sector for the past 20 years. His association with Praxis began in 2000, when he took over as CEO. Prior to joining Praxis, he held senior positions with ActionAid in India, Bangladesh and the UK. He has led Praxis on several important assignments, both nationally and internationally.

MR. V.S. THYAGRAJAN (TREASURER)

Thyagrajan is a Chartered Accountant by profession and has over three decades of corporate and development experience. His specialization is in Governance and Accountability in the NGO sector and he has a vast experience in developing financial systems and procedures for NGOs. He has worked as the Director of Finance and Administration for the ActionAid (UK) for its India Programme (for 8 years) and also in the same capacity for AMREF, an international Health NGO with its headquarters based in Nairobi, Kenya (for 6 years). Currently, in addition to his responsibilities as a board member of PRAXIS, he is also in the board of Richmond Fellowship Society an NGO working in the area of psycho-social rehabilitation who have their headquarters in Bangalore.

MR. BABU MATHEW (MEMBER)

Babu Mathew is presently the Country Director of ActionAid International India. He is a development thinker and has been a trade unionist for over 3 decades. Previ-

ously Mr. Mathews was registrar at the National Law School, Bangalore.

MR. SHANKAR VENKATESWARAN (MEMBER)

Shankar Venkateswaran is an Advisor to SustainAbility, an organisation that advises companies on how to manage environmental, social and economic risks and opportunities and, to develop solutions that will protect and create future value. He has previously been associated with organisations such as American India Foundation, Partners in Change and ActionAid. Shankar is an alumni of IIT (Chennai) and IIM (Calcutta) and has also worked in the corporate sector with blue chip companies like Brooke Bond and A.F. Ferguson.

ALBERTINA (MEMBER)

Tina is primarily an activist and has been at the forefront of rights issues in Goa as well as nationally/globally. She is also a lawyer with twenty years of legal practice. As a researcher, her areas of research have been mainly on gender, children's rights, land rights and law issues. She also has a book to her credit, titled "TUG AND TEAR: DEALING WITH CHILD SEXUAL ABUSE". Active on the communal harmony front, Tina is the co-convenor of Citizens' Initiatives for Communal Harmony.

MEMBERS OF THE GENERAL BODY

Members of the Managing Committee are also on the Praxis General Body. Additionally, the General Body has the following distinguished members:

DR. ARIF HASAN

MR. ARJUN RAJAGOPAL

DR. ROBERT CHAMBERS

MR. N. SATISH CHANDRA

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PRAXIS - Institute for Participatory Practices, is formally registered as a non-profit organisation under the Societies Act 1860.

PRAXIS

Institute for Participatory Practices

Praxis is a knowledge-based not-for-profit development support organisation, registered in 1997 under the Indian Societies Registration Act of 1860.

Since its humble beginnings, Praxis has now emerged as an independent 'one-stop centre' for undertaking action research, training and documentation pertaining to multiple facets of participatory development. Our work vindicates the growing mandate across geographical boundaries that for development to be sustainable and equitable there is an urgent need to ensure good governance practices and processes. Our strategic networking capability with like-minded people and organisations helps maximise our outreach and increases manifold the impact of our interventions.

Our Vision: A world without poverty in which every person has the right to participate in decision-making processes, and to a life with dignity and choices

Our Mission: To strive for the democratisation of development processes and institutions to ensure that the voices of poor women, men, transgender, girls and boys are heard and acted upon.

