

REPORT

SAMVAD
CONVERSATION

GENDER-
TRANSFORMATIONAL
ORGANISATIONAL
RENEWAL:
TOWARDS GENDER
EQUALITY

01 NOVEMBER 2021

5 - 7 PM

PRIA@40
SHAPING OUR TOMORROWS, TODAY



Making the gender leap



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- ***Respect the differences of cultures and individuals*** – As the socialisation processes of each person are different, we need to respect the cultures of the individuals working in organisations so that safe workplace can be created.
- ***Empathetic facilitators required for transformation*** – A team of external facilitators who are empathetic but critical are needed for gender training that can help develop the organisations to change their perspective from being gender-blind to gender-social transformations.
- ***Commitment needed for gender transformation*** – A long-term and demonstrable commitment from the top is important. There should be an opportunity to access wider groups of people than the traditional gender focal points for gender transformation.
- ***Create a body of expertise and knowledge*** – Producing learning materials to enable voice and participation and a willingness to embed and translate ideas in the organisations is required to help facilitate gender mainstreaming.



Ms. Sue Szabo, Director General, Innovative and Climate Finance Bureau, Global Affairs Canada, has more than 20 years' experience in global development, holding various leadership and analytic positions in economics and public policy. Her work included leadership of the Inclusive Economies program at the International Development Research Centre and heading the Development Policy team at Canada's Department of Finance

Ms. Srilatha Batliwala is a feminist activist, researcher, scholar and trainer whose four and a half decades of work has spanned grassroots movement building with marginalized urban and rural women, research and scholarly work, policy advocacy, grant-making, and capacity building of young women activists around the world. Above all, she is well known for building theory from practice, including on women's empowerment, women's movements, and feminist approaches to movement building, monitoring and evaluation, and feminist leadership.



Ms. Ma. Victoria (Marivic) Raquiza, Associate Professor, National College of Public Administration and Governance (NCPAG), University of the Philippines Diliman, teaches courses on poverty, inequality, social policy as well as the developmental state and governance. She is very proud to have been a gender consultant of PRIA to help promote gender mainstreaming into its programs and consulted with its regional partner organizations around India during the turn of the millennium. She has also given talks on issues around gender budgeting and on engaging international financial institutions from a women's rights lens.

Ms. Ranjani K. Murthy is a believer in gender and social transformation. She has worked at the grassroots level for four years on such issues and has led a national level women's organisation committed to gender and social transformative change for them. Since then, she has been working on her own as a researcher, trainer, and evaluator on gender and social transformation in the sectors of agriculture, livelihoods, health, violence on women and disasters. Her work has taken to villages and low-income settlements in several developing countries.



Dr. Lenni George has more than thirty years of experience in facilitation, Leadership and management development and capacity development. In the past, Lenni worked for the United Nations on a range of issues supporting the Secretary General's Reform process. More recently Lenni has supported NGOs in taking a wider understanding of gender and gender equality by providing training and consultancy to create a more inclusive and less binary perspective as well as understanding how sex disaggregated data can support decision making that provides benefits for all.

PROFILE OF THE PANEILLISTS



Ms. Sarita Ranchod, Co-founder and Executive Director, Under the Rainbow – Creative Strategies for Positive Change, has more than 25 years of experience advancing gender transformative change. Her work considers how efforts to advance gender equality intersects with other persistent inequalities and exclusions, including racial, class, sexuality and disability exclusion. This involves applying an intersectional feminist lens to advancing gender equality, diversity and inclusion in organisations across their cultures, practices, policies and programming.

Ms. Aparna Uppaluri, Acting Program Director, Ford Foundation's India, Nepal, Sri Lanka office and Program Officer, Gender, Racial and Ethnic Justice (GREJ) program for the region, is an interdisciplinary professional in the fields of public health, education, arts and culture. Her work has focused on addressing issues of inequality and gender justice across sectors. She has worked in community development and health promotion projects, coordinated clinical research studies and primary care programming. Her research interests included TB epidemiology and primary care delivery, with a special focus on programme planning and evaluation



Ms. Nandita Pradhan Bhatt is the Director of Martha Farrell Foundation, where she's responsible for programme delivery and management of the Foundation. She also heads the gender programmes in PRIA (Society for Participatory Research in Asia). Nandita has trained over 20,000 employees across more than 40 national and international organisations and has been working with women domestic workers to train and support their advocacy efforts to strengthen institutional responses to tackle the issue of sexual harassment in their world of work.

Dr. Rajesh Tandon, Founder President, Participatory Research in Asia, India, is currently a UNESCO Co-Chair on Community Based Research and Social Responsibilities in Higher Education. He serves as chairperson of the Global Alliance on Community-Engaged Research (GACER) network, which facilitates the sharing of knowledge and information worldwide to further community-based research



As Participatory Research in Asia (PRIA) completes its 40 years, it recommits to continue institutional strengthening and capacity development support to civil society and non-profits with a special focus on new-generation civil society and non-profit groups. Between August and December 2021, PRIA will be convening [PRIA@40 Conversations](#) with partners, associates, supporters, experts, investors and colleagues, drawn from civil society, government, business, media and academia, to share ideas and experiences that can help 're-imagine' PRIA, its interventions and the world in the coming period.

In this context, PRIA co-convened a conversation (samvad) on [Gender Transformational Organisational Renewal: Towards Gender Equality](#) in partnership with [UN Women](#) and [Martha Farrell Foundation](#) on 1st November 2021. The conversation was held virtually and was attended by 47 participants. The session was co-moderated by **Dr. Rajesh Tandon** (Founder- President) and **Ms. Nitya Sriram** (Program Officer, Martha Farrell Foundation).

The conversation (samvad) focussed on the following questions:

1. What lessons can we learn from past practices?
2. How can gender-transformational Organisational Development (OD) interventions be taken forward rapidly?
3. How can such OD facilitators be strengthened so that they can widely contribute to gender-transformational institutions?

The discussion began with a short presentation by **Ms. Sriram** on PRIA's work over 40 years. It has been an exciting journey, a journey about sustaining an independent forward-looking and energetic civil society organisation in an otherwise rapidly disruptive and uncertain world. PRIA's *Theory of Change* follows something unique in the development sector which is acting as a bridge between the supply and the demand side of any issue that PRIA invests in. PRIA had made efforts to mobilise individuals, especially the poor and marginalised sections but increasingly also the middle class, making them aware of their rights and responsibilities. On the supply side, PRIA works with government and private agencies to sensitise them to deliver their mandates and be accountable to citizens. PRIA engages with as many stakeholders as possible to put in place answers which are long-lasting and effective. [Read more...](#)

Next, **Dr. Tandon** gave an overview of PRIA's work on the theme of *Making the Gender Leap*. In the early years, PRIA's focus was on the issue of putting women's agenda into the development programmes. PRIA used the participatory research methodology to identify women's needs and interests. In partnership with SEWA and many other practicing organisations in the early 1980s PRIA found out that several income generations programmes that were being carried out for women were not sensitive to their strategic interest and ended up increasing their labour with hardly any improvement in the economic situation.

As a result, PRIA designed and conducted a training programme for women's organisations called [Mini Social MBA](#) – it was a management course for training and capacity building of women who were organising their economic activity. In the late 1980s and early 1990s, PRIA focussed on building women's leadership at the community level. Post the 73rd and 74th Constitutional Amendment Act (CAA), PRIA extensively worked on building the capacity of elected women representatives in the local governments. [Read more...](#)

After his presentation, **Dr. Tandon** invited **Ms. Sue Szabo** (Director General, Innovative and Climate Finance, Global Affairs Canada) and **Ms. Srilatha Batliwala** (Senior Advisor Knowledge Building, CREA) to set the stage for the discussion.

Speaking about the nexus of climate and gender, **Ms. Szabo** said that the sole focus on economics is not going to lead us to sustainability. In order to integrate gender, we need to look at it more holistically and emphasise on a just and inclusive transition.

Reflecting on her work with Global Affairs Canada, she stated some of the challenges and successes with regards to its work in the private sector. In the private sector, they have been working with large multilateral development banks (MDBs). Sharing her experience of working with these multilateral organisations, she stated that they are like Titanic, they are slow to move but if one can get them to move in the right direction, there is hope.

In the context of climate finance, gender is germane to the conversation in terms of the decision-making process to make sure that women are involved in these processes. There is a need to develop gender policies in these MDBs and also integrate gender in the designing of the various programmes and initiatives undertaken by these MDBs. In this context, the element of leapfrogging is important – every time the needle moves a little bit in some of these MDBs, others can come in and also keep moving the needle forward.

One needs to take some of this evidence and information about what has been achieved and make it more visible, mainstream and also build it into our policies. Organisational change needs to look at all the different players in the system and take a *carrot and stick* approach.

The carrot approach is when some of the resources, expertise, time and the ability to experiment is offered and the *stick* approach is when there is in-built performance incentives. Emphasising on the importance of data, she said, data from the ground level is the only way to assess if things are working. For this, the CSOs need to step in and continue to work on the nexus of gender and climate.

“gender mainstreaming is the slow turn of the Titanic”

‘Organisations mirror the society’, said **Ms. Batliwala**. There is an assumption that organisations are rational entities and that they will reflect the values and purpose for which they were created, but in reality, this is far from true. Organisations tend to be the mirror of the social context in which they are created. Patriarchal, unequal and discriminatory societies tend to produce patriarchal, unequal and discriminating organisations, including social justice organisations. These inequalities, biases and privileges, especially in social justice organisations are hidden in the deep structures. Everything is all about power – societies, structures, institutions and so on.

Organisations are also sites of power dynamics. Power structures arise and sustain themselves when different kinds of critical material resources, human resources, data, information and intangible resources come together and create a certain kind of a social and gendered power structure. These power structures create an ideology to justify the inequality to sustain itself. These are then translated into day-to-day social norms, practices and beliefs. But if all the pillars get shaken up because people at the bottom start to organise, question and challenge the system, fear, threats and violence is used to silence these efforts. However, fear and threats have been ongoing mechanisms. Violence is the last tool that a power structure uses to sustain itself.

She emphasised that one needs to look at power as having three faces – *visible* that is the power to control other people's actions, choices and resources; *hidden* that is the power to control and influence others indirectly through social norms; the most potent form of power is the *invisible* power. We call it invisible because we don't know that it's acting upon us and that's the power to shape the way we feel, think and look at ourselves. Organisations also

contain these three faces of power. There is much beyond the visible structure i.e., the vision, mission, policies, rules, strategies, the decision-making process, etc. But the deep structure is where we continue to reproduce the inequalities of societies. These are the hidden spaces and subtle forms of power relations that the organisation aims to transform. So, on the surface, the organisation looks like a beautiful Buddha but underneath it's the bed of snakes.

We need to recognise and analyse the real barriers to creating a gender-equal organisation. This is where we lack because we think by fixing the obvious ones i.e., the ones in the formal structure, we have done our job. But all we have done is tick boxes which don't necessarily change the deep culture of the organisation. To begin with we need to see ourselves as a site of change. In other words, when we talk about organisational transformation, we must address individual transformation because they are intimately linked. Damaged and unhealed individuals cannot construct healthy organisations. Leaders of the organisations have a particularly larger responsibility to work on their transformation as part of the organisational transformation. One needs to recognise the deep structure of organisations as a critical site of intervention and transformation since these are often where gender, race, caste, class and other forms of homophobic interactions occur, get asserted and reproduced. It's critical to have external mentors or organisational change facilitators as they are critical in achieving this kind of deeper transformation. One needs very concrete participatory monitoring systems to judge whether the change process is working.

“the self is a site of change not just the organisation...it is we who constitute organisations”

Moving on to the next segment of the discussion, **Dr. Tandon** invited **Ma. Victoria (Marivic) Raquiza** (Associate Professor of the National College of Public Administration and Governance (NCPAG) in the University of Philippines Diliman) to share her reflections on the focus questions of the webinar.

Ms. Raquiza shared the highlights of the gender audit which she undertook for PRIA and the national network of the Regional Support Organisations (RSOs). At the time, the task was to document practices and efforts of PRIA and the RSOs in mainstreaming gender and also provide ideas for future interventions by recommending strategies for the way forward. For both – PRIA and the national network of RSOs, she looked at the mission, strategies, programme structures and composition right from governing board to rank profile systems, organisational culture, etc. Some of the highlights of that study underscored how strong the organisational mandate and public commitment of PRIA was to women's rights and gender equality, which was translated in many of its programme geared towards helping women to empower themselves.

For instance, the women's leadership building in Panchayat Raj Institutions to enhance women's political participation as well as promote incomes, livelihoods, literacy training, which addresses both strategic and practical needs of women. PRIA undertook the task of incorporating gender norms organisationally – a committee against sexual harassment was set up which eventually evolved into a broader committee on gender awareness and mainstreaming. The study also pointed out the ongoing challenges – the need to do more gender analysis of the situation in the local areas which would serve as input for local-level planning for women or at the office level. In relation to the network of collaborating RSOs, there was a wider evenness and understanding of women's rights and gender mainstreaming. Therefore, there were still some difficulties in terms of translating this into programme structures and processes, although some did make headway. At that time, PRIA

was looked at as a role model to help facilitate gender mainstreaming and the network to deepen its understanding.

“empathetic facilitator is helpful in supporting organisations to make the transformation”

Ms. Ranjani K. Murthy (Researcher and Activist) said, ‘*Organisational Development (OD) is influenced by society and it also influences society*’. Both society and organisations are influenced by the broader development paradigm. Not only is the organisation a function of patriarchy but also casteism, capitalism, racism, etc. Thus, organisations reflect society and are trying to transform society. Quite often organisations have gender-blind organisational renewal processes and they have an instrumental approach towards the same. Organisations have a gender-responsive approach in addressing practical needs. We cannot talk about gender transformation in isolation, and need to look at caste, class, minority, etc. Gender transformative organisational renewal process is a pathway wherein one navigates the relations towards more equity with people, structures, decisions, culture and how it deals with an external organisation. Organisational renewal is a situation of power integration. It is not a destination to be reached but a path to be followed, leading to equity and sustainability. She introduced the 12- box framework which was developed by Oxfam Novib. This framework highlights a simple way of three points of view – the technical, the political and cultural.

So where does one start organisational renewal? She suggested that one must start with what they feel comfortable about – assess one's strengths and weaknesses. We need to sensitise the OD facilitators about gender transformation. We must also sensitise gender trainers about the OD processes. We may be well equipped, but it takes time, and it is never over. While it can be externally facilitated over time, internal capacity must be built.

“gender transformation is dynamic; one needs to constantly negotiate power within that”

‘*The flow of resources can help shift the power structures*’, said **Ms. Aparna Uppaluri** (Acting Director – India, Nepal, Sri Lanka; Programme Officer – Gender, Racial and Ethnic Justice, Ford Foundation). One often works with the assumption that the centering of gender and gender transformation work is already in place in feminist organisations and the organisations that work on women's rights. However, these organisations face challenges. Feminist institutions are democratic and gender-inclusive spaces but if we look back on data it shows that mobilisation of strong and autonomous feminist groups in driving policy change is the key factor in making gender transformative change happen. Across the political spectrum, whether the regimes lean to the left or the right, it was the strength of the autonomous feminist movements that made the shift in the deep structure.

The question arises what happens when resources don't reach those that can make change happen and those that remain unsettled at the bottom of the power pyramid? Recent OECD data on philanthropic fund flows in India shows that less than 1% of philanthropic funding goes to work on violence against women. The foundation, in its strategy, recognises that violence is a spectrum. It begins with fear and it leads to the invisibilisation of the way that power plays out and manifests environments – one needs to be able to dig into.

The other question is how does one resource organisation be able to address those issues? A shift is needed to get those resources to flow down to the place where the power is least experienced i.e. where the powerlessness is the greatest. For instance, in 2014, 8% of gender-focused aid to civil society organisations went to developing countries. Grassroots feminist organisations end up at the tail end of the flow of funding. In such a scenario, how is it that philanthropy can help?

Ford is working on strengthening feminist institutions around South Asia by connecting the local to the global. Ford is calling upon philanthropies to commit resources to strengthen feminist institutions. It's also calling upon philanthropies to make multi-flexible-core-grants. There is a need for conscious shifting of power relations at the donor level. Rethinking from a donor perspective, from the perspective of those that make material resources flow, rethinking programmatic outcomes and the emphasis on enabling feminist institutions to challenge those structures of power is important. Ford is also calling upon its partners to rethink the insistence on the scale and invest in smaller organisations where change is potentially more achievable.

“material resources play a significant role in how organisations become gender transformative”

Ms. Lenni George (Co-owner, The Development Alchemists Ltd.) reflected on her own experiences and shared examples of organisational development using a gender lens. First, was with a public organisation that had coined the name '*a critical friend*' who had to work with the concerned organisation to identify the pain points in terms of gender equality and help them mediate and also advise them on how to deal with sexual harassment. It may require policy development; it may require working with the senior leadership team, the HR team and designing training, and so on. It required engaging with the members of the team and working together. The value of bringing in an external consultant was that the consultant said the same things but with a different perspective.

The second example came from the private sector where she had been coaching a person who later became the President of a multinational FinTech operating in 37 countries in the world, turning over about 50 million a day. On his first day as the President, when faced with a situation of dealing with sexual harassment, he rang her up and said, 'Lenny, I don't know how to deal with this come in and help me'. The conversations she had with him weren't about just dealing with sexual harassment case that would say, what is it in his organisation and its culture that makes harassment 'okay'. The idea was not just to address sexual harassment or gender as a separate issue but integrate it into every form of practice and do it in such a way that they have some skills and equipment within the organisational processes.

Cultural change doesn't happen overnight, it's a long-term commitment. The key message is sustainability and if one is thinking about sustainability. If we don't, we'll continue to perpetuate the cycle of pressure by marginalising a group that feels persecuted. She emphasised on the importance of commitment from the top – it is critical and essential. It is also about our education and keeping ourselves updated in terms of non-binary perspectives on gender and being prepared to look at our prejudices and biases. We must be prepared to engage in different kinds of conversations to understand our commitment to gender equality in a more equal, inclusive and diverse world.

“in the challenge to create gender transformative organisations we must create set of winners and winners”

Ms. Sarita Ranchod (Co-founder and Executive Director of Under the Rainbow – Creative Strategies for Positive Change) said that UNICEF's gender action plans are largely programmatic but there is some attention paid to organisational change as well, with a limited focus that speaks to building gender architecture within the organisation.

In terms of organisational culture, UNICEF looks at gender parity in staffing. It may be a limited way of thinking about institutional cultures if we just look at women and men by number. It doesn't consider the extent to which patriarchal women have risen in institutions

and how that plays out when we make assumptions that all women are feminists, or all women are committed to advancing transformative change.

UNICEF had an equity-based approach as well as human rights approach but these approaches did not necessarily lead to gender transformative change. Even with the disability framework, UNICEF did not work on gender transformation. But it was interesting that through the disability framework, UNICEF was more comfortable engaging with disability than with gender equality. There was space to think, talk and advise on disability inclusion in a way that gender was still scary. This demonstrated that organisations are not going to make progress on gender equality for as long as we continue to think through the lens of a particular kind of inclusion. UNICEF is a wonderful example of that in practice. In the context of gender mainstreaming, UNICEF has chosen to do a little more than just going with mainstreaming. There is a focus on the gender action plan and the target has been adolescent girls – recognising that adolescent girls face particular situations that are unique to them such as their health, becoming teen parents, education, issues around child marriage, female genital mutilation, HIV AIDS and so on.

There is an assumption that violence, as it affects children, is an issue within the humanitarian context. But the same is not true in the Eastern European context. It's been interesting to think about the kinds of assumptions we make in a top-down process of thinking and strategising around 'one size fits all' approach that is intended to apply across the world. There is some form of institutional resistance around gender transformative change. The focus on gender transformation has been quite technocratic. There is very little thinking around systemic and structural change that is needed. There was a lot of resistance around the issue of sexual orientation and gender identity concerning children. They have a siloed approach where they can deal with gender but not with sexual orientation and gender identity. However, the current strategic plan makes reference to children who are LGBTQA as a particularly discriminated against group. There is an assignment that looks at sexual orientation and gender identity. It will take time if the thinking continues to be siloed in the way that it has been. One needs to think through ways to work with organisations for them to engage with broader issues of diversity, equity and inclusion with an intersectional approach.

“gender transformation does not happen until it is institutionalised”

Meet our panellists



[Top L to R: Dr. Rajesh Tandon, Ms. Sue Szabo, Ms. Ranjani K Murthy, Ms. Nandita Bhatt, Ms. Srilatha Batliwala, Ms. Ma. Victoria Raquiza, Ms. Aparna Uppaluri, Dr. Lenny George, Ms. Sarita Ranchod]

Following the discussion, the moderator **Ms. Sriram** opened the floor for Q&A.

The question was directed to **Ms. Raquiza** about one of the first gender audits which she undertook for PRIA. The question: What were some of the recommendations that she had, at that point, about mainstreaming gender within PRIAs functions? What advice would she have for CSOs today?

Ms. Raquiza responded that we have now poised at a stage where we need to go beyond the formal or procedural compliance of gender and how we can make that compliance much more meaningful and substantive? For that to happen, it's important to be more conscious about the power relations and the deep structures that are embedded in our organisations. We need to be more conscious about our deeply ingrained biases, which no amount of formal gender training can reach.

We need to question ourselves about whether women are being overlooked, talked over, interrupted, and ignored. We also need allies who are aware of such cultures in the workplace. She spoke about the application called *interrupted* which measures the number of times women have been interrupted in meetings. Promoting a gender transformational society is also in the interest of men as it's not a *zero-sum game* where one gets more power than the other. It can be a *positive-sum game*.

Studies show that where relations are more gender-equal, not only are the women and children happier and healthier, but the men are happier and healthier too. The men are twice as likely to say that they are more satisfied with their lives. We need to have more conversations about what do we mean by success? Some studies demonstrate that successful leadership's today are those that are more collaborative, more democratic, more caring of employees – these traits are associated more with women leaders. We need to rethink not so much at the formal but the informal levels to further challenge, interrogate and be more disruptive if we want to push the envelope and be much more cutting edge about the change that we want to see.

Ms. Sriram requested **Ms. Nandita Bhatt** (Director, Marth Farrell Foundation) to sum up the discussion and share some key takeaways.

Summing up the discussion, **Ms. Bhatt** said that very little attention has been paid to the systemic exclusion within the institutions. One needs to build on that. We need to understand the diverse backgrounds and socialisation of the people who come to work in organisations. Reiterating **Ms. Batliwala's** comment on organisations are the reflection of society, **Ms. Bhatt** added that we need to, therefore, think about how one behaves in organisations, particularly in the context of sexual harassment at the workplace today.

Sexual harassment is unwelcome sexual behaviour that is learned. When one tries to create safe workplaces for employees, how does one address that behavioural change? One also needs to put into perspective that institutions are becoming increasingly very dynamic. One needs to ponder on how we, as organisations, respect the differences? When we talk about gender mainstreaming and organisational change, we also talk about gender training as a strategy towards our gender transformation. But what are the quality, content, strategies and methodology of this gender training? Who is conducting these gender trainings?

“institutions are increasingly becoming dynamic; we must respect differences”

In his closing remarks, **Dr. Tandon** emphasised on the importance of training the facilitators, gender trainers, OD experts and consultants who lack a gender lens. How does one take this process forward, including mobilising resources and investment that is required? The large private organisations create and reproduce the larger societal patriarchy and its prejudices. Working with small civil society organisations is one thing but trying to focus on organisational change in a government department or a ministry, including Ministry for Women and Child Development, is a large-scale sustained effort that requires a team of facilitators who are empathetic and critical. We need to think of how we can play a collaborative role in trying to add value to this kind of work. We need to create a body of expertise and knowledge which needs to be more widely shared and disseminated.

“collaborative creation of a body of expertise and knowledge is significant to sustain gender transformation within organisations”

The conversation (samvad) ended with a vote of thanks by **Ms. Nandita Bhatt** (Director, Martha Farrell Foundation).

5.00 pm to 5.15 pm

Welcome and Introduction to PRIA@40 Programmes and Conversation

Moderator: Dr. Rajesh Tandon, Founder-President, PRIA, India

5.15 pm to 5.35 pm

Setting the Stage

- Ms. Sue Szabo, Global Affairs Canada
- Ms. Srilatha Batliwala, CREA and Gender at Work

5.35 pm to 6.40 pm

Deep Dive Conversations

- Ms. Ma. Victoria Raquiza, National College of Public Administration and Governance, University of the Philippines Diliman
- Ms. Ranjani K Murthy, Researcher and Activist
- Ms. Aparna Uppaluri, Ford Foundation
- Dr. Lenni George, The Development Alchemists Ltd.
- Ms. Sarita Ranchod, Under the Rainbow – Creative Strategies for Positive Change

5.15 pm to 5:28 pm

Key Takeaways and closing comments

- Ms. Nandita Pradhan Bhatt, Martha Farrell Foundation

6.55 pm to 7.00 pm

Vote of Thanks and Closure

- Ms. Nandita Pradhan Bhatt, Martha Farrell Foundation

PRIA@40 EVENTS

DATE	TITLE	THEME
12 August 2021	Youth Participation and Active Citizenship	Citizen Participation
20 August 2021	Planning for Urban Informalities	Sustainable Urban Future
31 August 2021	Accelerating Capacities in Civil Society and Non-Profits	Empowering Civil Society
2 September 2021	Nurturing Civil Society Partnerships in Uncertain Times	Empowering Civil Society
15 September 2021	Redesigning Civil Society Ecosystem: From Local to Global	Empowering Civil Society
28 September 2021	Unlearning Patriarchy: Expanding Impacts of Gender Training	Making the Gender Leap
30 September 2021	Investing in Civil Society Innovations	Empowering Civil Society
01 October 2021	Community-led Adaptations: Water is Life	Decentralised Community Governance
06 October 2021	Inspiring Leadership of Mayors and Councillors for Inclusive Urbanisation	Sustainable Urban Future
12 October 2021	Trajectories of Participation: From Development to Governance	Citizen Participation
20 October 2021	Scaling up Citizen Engagement for Inclusive Urban Governance	Sustainable Urban Future
01 November 2021	Gender Transformational Organisational Renewal: Towards Gender Equality	Making the Gender Leap