Visionary Human Resource Practices:
Organisations Where ‘GENDER’ Matters
I. Historical Overview

The word *gender*, in its original definition, is a neutral term, referring both to women as well as men. However, in the modern day world, the term ‘gender’ is loaded with meaning and is not always used to describe neutrality. The new meaning to ‘gender’ also refers to the roles of women and men as defined by their socio-cultural contexts. The social roles and expectations that society defines for men and women in different contexts and cultures are known as “engendering”. Very often, gender is used to connote the differences between men and women and focus on the discrimination, suppression and withholding of women’s rights.

“Over the years, gender has been constructed in such a way that women as a group enjoy fewer rights, control fewer resources, work longer hours, have no or low decision-making powers and much of their work, like domestic chores, rearing children and caring for the sick and the aged, is not even considered to be in the realm of productive work” (Alkazi, Farrell and Jain, 2004).

Oakley (1972) is the first person to be credited with introducing the term ‘gender’ into academic and everyday discourse. Her definitions of sex and gender are crucial tools in defining and distinguishing how men and women are equal and where differences in the treatment of both sexes have given rise to the gender debate and divide.

At the Beijing Declaration and the Platform of Action in 1995 “Gender Mainstreaming” was established as the internationally agreed upon strategy for governments and development organisations to promote gender equality, at all arenas and at all levels in their respective countries.

And from then to now, there has been no looking back---global bodies, national governments, development organisations, corporate houses, civil society and women’s groups have all tried to address the issue of gender and strategise on how women can be included and made a part of everyday discourse and life in general.
II. Global Overview

However, it is of note that while most efforts have gone into the inclusion of women in developmental processes, only a few organisations have placed importance on women in the workplace and have tried to understand their specific needs. Several Conventions adopted by the International Labour Organisation (ILO) and ratified by its member countries address the situation of women in the workplace – both formal and informal, including part-time employment and home-based work. These Conventions address issues related to discrimination in the workplace, including sexual abuse, equal wages for equal work, basic amenities and facilities, and most importantly, for women, the Maternity Leave and other related benefits.

Some of the important Conventions to be considered are:

a) Equal Remuneration (ILO Convention 100) advising that equal wages be given for equal work done by both men and women.

b) Discrimination (Employment & Occupation) (ILO Convention 111), which stipulates that there shall be no discrimination in equality of employment or treatment on the basis of race, colour, sex, religion, political opinion, national extraction or social origin.

c) Maternity Protection Convention, 1919.

d) Maternity Protection 2000 (No.183), which lays down norms on the entitlement of leave given to a woman after she has delivered her child, as well as to provide opportunity for a mother to breastfeed her baby.

e) Convention on the Protection of the Rights of All Migrant Workers, which protects migrant workers and gives them the same rights, wages, working conditions, opportunities in the workplace at par with national labour force. It also addresses the illicit and clandestine trafficking of labour, including women.

f) Worker's Representatives Convention (ILO Convention 135) deals also with non-discrimination, abuse, verbal or sexual, etc.

The 1990s saw a sea change in the understanding of women's situation in the workplace. Studies and researches highlighted the need of understanding the workplace as an institution, which was not only portrayed as the domain of men, but also perpetuated gender stereotypes in its systems, policies and structures. It also
exposed the fact that while most workplaces appointed women for a variety of reasons both positive and negative, for many they refused to change norms of the workplace to recognise the different and specific needs that women came with. Most organisations expected women to ‘fit in’ and not ‘make fit’ the workplace for women.

Kardam (1991) was the first to highlight the importance of understanding the gendered nature of organisations and the impact this has on women in the workplace. Others too, began questioning the gender divide and related problems within the workplace. Slowly a picture began to emerge. The constructs of society found resonance in the workplace – it was dominated by men; they refused to take a serious view of the entry of women into ‘their’ domain; they never failed to remind women that their primary responsibility was the home and child rearing; they presumed that a career was only a distraction from her chief roles as caretaker and giver, and finally they never ever treated a woman as an equal or as a colleague.

In this context, Goetz (1992) analysed the gendered nature of organisations and their inability to have beneficial outcomes for women. Women had no rights within a workplace, their reproductive roles were irritants that their bosses had to tolerate, their lack of promotions always an opportunity to remind them of their inferior status vis-à-vis their male counterparts, who never compromised their jobs for family matters. Acker (1990) focused on the gendered substructure of an organisation being built on a fundamental separation and consequent devaluation of ‘life from work’.

Gender Mainstreaming is a long haul process with long-term implications for an organisation or workplace. It implies a redefining of thought processes, a makeover of organisational cultures and work styles, allocation of resources for putting engendered policies into practice, new indicators for what is termed successful, new benchmarks to be established during recruitment processes and promotion criteria. It ushers in a new era where policies, structures and systems can no longer cater to the dominant section of the workplace and must take into account all diversities, with specific focus on the needs of women.
III. Indian Context

India's growing economy is witnessing the increasing participation of women in the workplace. However, while women's participation has increased in the workforce, they are still progressing at a slower pace in comparison to their male counterparts. According to the National Human Development Report 2001, the percentage of women in the labour force in rural areas in 1999--2000 was 45.6 as compared to 85.4 for men. In the urban areas, for the same year, it was 24.6 per cent for women as compared to 78.6 per cent for men. Again for the year 1999--2000, the growth of employment in rural areas for females was 0.8 per cent while for men it was 1.6 per cent. In the urban areas, the growth of employment was 1.5 per cent for females as compared to 2.6 per cent men. Yet, despite this growing presence of women, the workplace still strongly reflects male standards of work ethics, which have been designed by men for themselves.

Today, we find an increasing number of women in the formal workplace including the government, the information technology sector, business process outsourcing (BPO), the service sector and the non-profit sector. However, the increase in numbers does not mean that women outnumber men in the workplace; they are more often than not a minority group within their organisations. Even when women are in majority, as we find in educational institutions, the discrimination and exploitation of women does not appear to decrease. Women in the workplace also hesitate to raise their voices against varied forms of discrimination for fear of being 'labelled' or thought of as aggressive, of believing that small issues may be considered too ‘petty’ to discuss and change. Some examples are given below:

-“I have been told that although I was running a project (at the specific request of the head of the organisation), a man in my group could tell people he was running it because he was concerned about his career.”

-“When I got back from maternity leave, I was given the cold shoulder and all excellent work that I had done prior to going on maternity leave was forgotten and I had to start from square 1 to prove myself again...”

-“...boss paid me 15% less than the men I worked with (I was the only female on the team). I was told this was because they had wives and children to support. I walked out shortly after.”
IV. Challenges that Women Face at the Workplace

There are several challenges that women in the workplace face and these can be defined and analyzed in the context of her status within the home and within the workplace. These challenges are based on the expectations of women’s role in society as well as the attitude of society towards women as active contributors in the economy of the family or the country. These challenges become important factors in deciding whether a woman works outside the private sphere of her home, what her career choices are as well how she fulfills her dreams and ambitions.

**a. Dual responsibility of women:** Irrespective of the status of women within the workplace, a majority of women find themselves constrained in coping with the demands of the job as well as continued responsibilities in home making, child rearing, care of the young, old and the infirm. The veneer of the working woman is very thin; break through it and you find women struggling to keep pace with the changes in their lives brought on by their new roles as the economic provider of the family. This struggle is perhaps not highlighted or recognised due to the fact that all other members of the family do not have to face major changes as a result of this new “Working Woman”. Food gets cooked as per schedule, children’s studies are supervised as usual, parent-teacher meetings get attended with the same regularity, the men in the family have as much time for leisure as before.

How does this affect the woman at work?

If we were to examine the mindsets of working women, we find that they are so deeply socialised into believing that all reproductive roles and other domestic tasks are their sole responsibility that they feel a sense of guilt and neglect in relegating their tasks to others – maids to look after children, institutional care given in crèches or old age institutions, inability to provide their families with self prepared nutritious meals and instead ordering “take aways”. These factors have so influenced women that very often they opt for jobs, where they do not rise in position or assume greater responsibility, so that their time with their family and domestic responsibilities is not compromised. This results in part-time jobs, jobs with shorter hours such as of a teacher, softer, skill-oriented jobs such as receptionists, telephone operators, data operators etc as opposed to roles of managers and other positions of authority and responsibility.

**b. Women as secondary earners:** The above mindset is one of the reasons that women get lower paid jobs than their male counterparts. The other equally dominant
factor is that women represent one of the most marginalised sections of society and therefore have less access to educational opportunities, professional career choices and are compelled to remain at positions subordinate to their male colleagues. It is no wonder that women’s careers are considered secondary to those of other men in the family and this is an important factor in them retaining their traditional roles, even while contributing to the family income. This fact becomes sharply visible when women are asked to sacrifice their careers for a variety of reasons in the family including:

- Rise in husband’s professional career and therefore no need for additional income
- Transfer of the husband to a different city
- Lack of domestic support
- Taking care of the elderly and sick
- Support to children in their education

c. Lack of decision-making power within families: Right from the time of a woman’s birth, often she has no control over the choices she wishes to exercise in her life - the school she attends, the choice of subjects she studies, the friends she chooses, the clothes she wears, her choice of a life partner – all of these are decided by her father, her brother or other male members in her family.

The same trend continues when she marries and goes to her marital home. It is her husband or in-laws and even her son (when he is older) who take major decisions of her life. Such social attitudes and mindsets severely limit the choices that women make in their careers, kinds of organisations they would work for (BPO’s, hospitality industry, factory etc). Her ambitions and desires are but an extension of the wishes of the family and this is a reality, which has severely suppressed the potential of women and a full expression of their capabilities.

d. Concerns over the sexuality of women: Women working outside their homes for supplementing family income are still perceived by many families and communities as a matter of shame for male family members and signifies an inability of the male head of the household as having failed in the fulfillment of his primary role as the provider of the family. Women’s participation in employment outside the home is viewed as “slightly inappropriate, subtly wrong, and definitely dangerous to their chastity and womanly virtue”
“Women are often kept at home as a demonstration of the family’s morality and as a symbol of its financial security” (Dube and Paliwala in Dunlop and Velkoff, 1999).

Therefore, if a woman has to work outside of her home, great caution is exercised in ensuring that her virtue is not under question, her timings, working hours and place of work are all of great repute and her morality scrupulously intact.

e. Stereotypical representation in the workplace: Men and women in workplaces are assigned tasks and responsibilities more designed to their societal masculine and feminine characteristics rather than based on their personal capabilities and competencies. Men’s higher levels of education and professional competencies invariably gets them jobs in higher positions, while women are given lower level jobs which do not require a high degree of intellectualism, leadership or authority. Women are typically the nurses not the doctors, the secretaries not the managers, the assistants not the engineers and so on. Progress in the organisational hierarchy with these positions is indeed remote and a distant dream.

f. Discrimination in opportunities and benefits: The “Glass Ceiling” is not a myth neither is it a figment of the imagination of some women who did not make it to the “top”. Many women and men too, especially in corporate firms, claim that the glass ceiling does not exist in their sector. While this may be true in exceptional cases, it is undoubtedly untrue for the vast majorities of women in the workforce. Many organisations may have an unwritten policy, which prevents the advancement of women; many follow an unwritten policy and do not appoint women into higher positions.

It is true that even today women are discriminated against in the workplace and not given opportunities to prove themselves, neither is there a systematic or sustained programme to groom women to take on positions of power and leadership. The reasons for these may be varied but they are inextricably linked to the reproductive roles that occupy women, the traditional mindsets of individuals and society and the fact that men and their patriarchal attitudes still dominate the workplace in their physical presence, in the culture and informal practices as well as in their mental beliefs which stipulate that women are the subservient lot of the human race.

g. The reality of sexual harassment: This issue is one of the most urgent challenges that women face in their workplace. The roots of sexual harassment lie so deep in our socialisation processes, our attitudes and thinking, the culture of silence about issues related to sexuality, that it needs a special focus and attention, which is what the Supreme Court of India has attempted.
The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Bill, 2006, is a positive measure taken by the Supreme Court of India in recognition of the fact that women face sexual harassment at the workplace. The Bill confers upon women the Right to Protection against Sexual Harassment and protects the Right to Livelihood. It is now mandatory for an employer to set up mechanisms under the prescribed guidelines of the Supreme Court of India to prevent and also redress complaints of sexual harassment that are brought to the attention of the management.

The Supreme Court Guidelines in 1997 are a sharp reminder to all of us that sexual harassment in the workplace is not an isolated instance and needs to be addressed in a systematic manner. However, for most employers, it is an issue they would rather ignore or even trivialise, as addressing this issue would not only recognise that sexual harassment exists but would necessitate tackling other issues of violence and discrimination against women in the workplace.

While the Supreme Court has made an employer responsible for the prevention of sexual harassment in the workplace, it has more often been found that while the employers have established Committees to address complaints of sexual harassment, in reality these are non-functional bodies. Members of these Committees have no authority or standing in the organisation to suggest penalties or ensure that culprits (often senior personnel) are brought to book. Sexual harassment is trivialised, the victim made to feel guilty for raising the issue and very often punished for her courage in reporting the matter, while her perpetrator goes scot-free.

Sexual harassment in the workplace is one of the greatest barriers and constraints that women face as a challenge in the workplace, it affects their sense of dignity and self worth, exaggerates the patriarchal position of men in society, reinforces the vulnerability of women due to lack of exercise of authority and power and is a constant reminder that equality in the workplace is still a distant goal to achieve.
V. Gender equality in the workplace—a distant dream?

UN Secretary General Kofi Annan has stated, "Gender equality is more than a goal in itself. It is a precondition for meeting the challenge of reducing poverty, promoting sustainable development and building good governance."

The principle of gender equality is enshrined in the Indian Constitution in its Preamble, Fundamental Rights, Fundamental Duties and Directive Principles. The Constitution not only grants equality to women, but also empowers the State to adopt measures of positive discrimination in favour of women.

VI. Transformation by Mainstreaming

“Mainstreaming is not about adding a ‘woman’s component’ or even a ‘gender equality component’ into an existing activity. It goes beyond increasing women's participation; it means bringing the experience, knowledge, and interests of women and men to bear on the agenda of the workplace” (Alkazi, Farrell and Jain, 2004).

The goal of mainstreaming gender equality is thus the transformation of unequal social and institutional structures into equal and just structures for both men and women. It aims at improving the effectiveness of an organisation, maximising the potential and contribution of each individual leading to high productivity, developing an effective process for decision making, and managing differences both interpersonal as well as those at the organisational level. Acker (cited in Kelleher, Gender at Work: Collaborative Research in Gender Mainstreaming, 2002), has very appropriately summed it up as “The gendered sub-structure lies in the spatial and temporal arrangements of work, in the rules prescribing workplace behavior and in the relations linking workplace to living place. These practices and relations, encoded in arrangements and rule, are supported by assumptions that work is separate from the rest of life and that it has first claim on the worker. Many people particularly women, have difficulty making their daily lives fit for these expectations and assumptions”.

Gender mainstreaming also examines and promotes respect for diversity, the understanding that men and women have different needs and that therefore, the organisation needs to develop separate strategies to address these differences.
VII. Efforts in PRIA to Mainstream Gender issues within the organizational structure.

PRIA has worked on women’s development issues in the field right from the inception of its programmatic work which was way back in 1982. The work focused on the inclusion of women in development programmes, their participation in all events and activities to include their voice and opinion right from the planning of specific projects. Efforts were made to ensure that there was adequate representation of women in all training programmes at the field level, so that the voice of women was not marginalized and therefore not neglected. Programmes were devised to keep special training needs of women in mind and these included a Mini Social MBA, Book Keeping and Accounts, Communication Skills etc. Therefore at the field level issues of gender were adequately addressed both at the level of the theme and at the level of the women.

Gender mainstreaming at the institutional level however was given a rather different treatment. Women were always encouraged to join the organization, were given jobs on par with their male counterparts and had some extra facilities in the context of their safety and security. However, it is important note that none of these facilities and benefits were “institutionalized”, they were given at the discretion of the supervisor and were often determined by the negotiation skills of the individual herself. Maternity Leave was allowed to all mothers but there were no breaks for breast feeding, no flexible hours or other kinds of allowances.

The turning point in PRIA came along with the Supreme Court judgment on Prevention of Sexual Harassment In The Workplace, which mandated all organizations, irrespective of their size to constitute a “Committee Against Sexual Harassment” (CASH) for redressal of cases of sexual harassment within the workplace. In accordance with the Supreme Court guidelines, PRIA constituted CASH, with a senior woman staff as its Chairperson and so began the journey of gender mainstreaming within PRIA.

The Committee began its role by establishing the Terms of Reference (ToR) for its members as well as a framework in which to redress cases, time limit for each case and other details. It took but a short while to understand that just having a Committee in place was sufficient to address and resolve cases of Sexual Harassment in the workplace, but not enough to prevent the same. And all agreed that prevention was better than cure. Though there were posters in the organization giving information on what constituted sexual harassment, there had been no discussion amongst the staff.
on the same. Capacity Building, gender awareness and sensitivity became the key words within the organization. Each person went through a two-day workshop on Gender Sensitivity, organized by the HR department with the Gender team from the organization. The workshop was so designed that the participants were introduced to concepts of Patriarchy, Socialization Processes, Discrimination and Equal rights, Sexual Harassment as well as violence against women. By the end of three months, each individual had attended this two-day workshop and the future plan was that this workshop was an agenda item for every orientation workshop that was organized for new recruits.

The workshop raised a lot of issues about the culture, norms and practices of PRIA and whether they had been reviewed from a gender lens. As this was a daunting task, PRIA invited an external resource person to take on this work and review PRIA in its entirety, using the tool of Gender Audit for the purpose. This task was also carried out for all the organizations that were working in partnership with PRIA. The report that came after a period of ten weeks had both positive and negative comments and some aspects that really needed to be worked upon. This was the first step towards serious mainstreaming in the organization, a process that has continued ever after and is an integral part of the organization.

I would like to list the different efforts to mainstream gender that have taken place over the years, some as a direct consequence of the Gender Audit and others as a part of an annual gender review of the organization. The role of the CASH/CGAMP cannot be undermined in bringing about major changes in policies and norms as well as a very rigorous implementation of the same.

The most important was that the committee was changed from CASH to CGAMP (Committee for Gender Awareness and Mainstreaming in PRIA). It was perceived that the earlier name conjured up a picture of the organization where sexual harassment was rampant therefore a special committee to deal with the issue. The other name was more holistic and had the effect of addressing a range of gender issues without a focus on any one of them.

**Vision Mission Statement**

The Gender Audit brought to light that even though the organization worked closely with women and women's groups at the field level, there was no mention of gender or focus upon women in the vision mission statement. This was an important learning because if the vision mission statement of the organization is committed to gender and women's issues, then there are enhanced possibilities of this always remaining a
priority area and gender actually getting mainstreamed into programmes and organizational values and culture.

A Task Force was set up to review the Vision mission Statement and come up with alternatives amendments, which were to be approved by the Board. The vision mission of the organisation has been amended to have a focused gender perspective.

Leadership within the organization

It was found that at the top leadership, which is the Governing Board there were fewer number of women than were the male members. It was recommended that a minimum of 33% of women constitute the total membership of the Board in order to ensure participation and inclusion of women’s voice. This has been rectified subsequently.

Staffing patterns

The staffing patterns indicated that there were equal numbers of men and women in the organisation but in certain units the sex ratio was skewed. It was noted that there were no women in the Accounts and Administration while at the field level there were many more female supervisors than the men. This was taken note of and efforts were made to balance the numbers of men and women at different levels and in different sections and work units of the organisation.

Recruitment Strategy and Norms for interview panels

During the audit the staff had come up with several suggestions and comments on the recruitment. These led to the taking of certain decisions, which have subsequently been incorporated, into the policies of the organisation:

- All advertisements for posts within the organisation shall clearly state that preference shall be given to women candidates other requirements being the same.
- All interview panels will have at least one senior professional, woman staff irrespective of whether the candidates are male or female.
- Women candidates shall not be asked whether she intends to get married, starting a family or if she would leave the job is her spouse got a transfer. It was also decided that it was discriminatory to ask a woman if she was pregnant or not.
However, this clause was later deleted as on three occasions women had joined the job and later it was found out that she was pregnant. This was not a problem in itself but as the job was entirely field based, it was not possible for her to travel and giving her an office position was almost impossible as the skill sets needed were very different. Besides it created a very sensitive atmosphere if a pregnant woman was asked to leave her job.

Thereafter it was decided that the female on the interview panel would ask this question in a very tactful manner and to establish the situation, before a decision was taken.

Organizational Culture and code of conduct

The Gender Audit suggested that though the culture and the environment of the organisation was gender sensitive, it was important to establish a code of conduct both formally as well as informally as guidelines for people to follow and to share with newcomers.

- The formal code of conduct laid down very clearly that Sexual Harassment was a non-negotiable offence and could cost the employee his job, if found guilty.
- Dress code though not formalized was clearly specified for the employees, both within the office space, official meetings as well as within the field area.

Informal spaces for interaction

- Occasional picnics for staff were now made an annual feature and an invitation was also extended to all family members.
- Participatory lunches were now considered quarterly features and used as events to welcome new staff members into the organisation, wish staff on the occasion of their weddings, new children and other important personal and professional achievements.
- Festivals were celebrated as were national holidays
- HR took over the responsibility of sending our birthday wishes for staff as well as presenting them with a small gift on the occasion
Retention Strategy

The Audit report also suggested that a more detailed retention strategy could be worked out in order to retain women staff. This strategy took into account the fact that professionally qualified women would want to take additional leave (after Maternity Leave) in order to look after their children or work shorter hours for a period of time (this was not specified) in order to spend time with their children. Such facilities if availed of by a woman would not only be of great value in keeping in touch with her professional role but also protect her seniority within the organization. In order to facilitate her being able to work out of her home if there was a necessity, she was provided with a computer, to work on from home as well.

The policy was in itself a landmark but it created some interesting dynamics within the organisation.

- For many women it was a relief and comforting to know that the organisation was concerned with their total well-being and holistic growth both as an individual as well as a professional.

- It was no longer considered un-professional if one expressed a desire to work shorter hours to look after a child, just as much as there was a total acceptance if a woman chose to work full time, even if she had a small child.

- Having small children seen in the office or mothers/fathers going to attend to them in the room designated for child care was not only a familiar sight but considered appropriate. Even today children seen sitting next to their parents or his/her colleague and painting, drawing/in the computer room (especially in the holidays) is a regular affair.

- Women have opted from working half a day and then gradually increasing their working hours (even after two-three years) depending upon their child’s schedule. This demand in restructuring working hours of women is always accommodated.

Work Life Balance working hours, compensatory off, flexible hours

There is a great stress on maintaining a work life balance within the organization for both men and women. In order to maintain the seriousness of PRIA’s commitment to respect that individual’s have a life outside of the workspace a few major changes were initiated, which supported this informal policy and culture.
The head of the organization called a staff discussion where working hours and days were to be discussed. Members of the CASH had already had discussions with all levels of staff on the issue of a five-day week and the problems that would arise from doing so. All agreed that if one had to work one day less in the week, the time would have to be compensated. Therefore staff agreed to work an extra hour daily to make up as much as possible for the time loss. The timings suggested were 9am-6pm instead of the 9.30-5.30 schedule. Lunch break was reduced from an hour to half an hour. Though this would not compensate all the hours, the staff suggested that those who traveled would in any case make up the hours and others could come in one Saturday a month or whenever needed to compensate for the time loss.

It was decided to try out the new timings for six months beginning August, so that people got used to longer hours while it was still light and did not feel that they were going home in the dark of winter. A review was conducted of these new timings after six months and the results were not unexpected. With the exception of one gentleman every other staff member said they preferred the new structure, they did not mind working an hour extra everyday, for the two day weekend, which came along with it.

As one man out it – Even on a Saturday I get up at the same time in the mornings, but it is decidedly different. I am relaxed and have a cup of tea, go to the park meet other neighbours. My wife gets up a little later than usual, as she does not have to make my breakfast or lunch under the pressure of time. All my odd chores (electricity, water, telephone, bank) I do on Saturday and on Sunday I just relax and stay home with my family. On Monday I am ready to go back to work refreshed and rejuvenated.

The decision stayed.

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About PRIA

Participatory Research in Asia (PRIA) is a global participatory research and training centre. PRIA’s professional expertise and practical insights are utilised by other civil society groups, NGOs, governments, donors, trade unions, private business and academic institutions around the world.

Since its inception in 1982, PRIA has embarked on a set of initiatives focusing on empowerment of the poor and excluded. PRIA has consistently worked on issues of citizens’ access to rights and entitlements, such as basic services in health, education and water in rural and urban areas; women’s literacy and livelihood; forest rights of tribals; prevention of land alienation and displacement; and workers’ occupational health and safety. In all its interventions, PRIA emphasises gender mainstreaming institutionally and programmatically. Its perspectives on participatory research generate innovative participatory methodologies.

The intensive field programmes of PRIA are currently located in the states of Bihar, Chhattisgarh, Jharkhand and Rajasthan. In addition, through its network of partners, these interventions extend throughout India. PRIA is also involved in programmes in countries like Afghanistan, Indonesia, Bangladesh, Cambodia, Laos, Nepal, Philippines and Sri Lanka.