

**THE 7TH MARTHA FARRELL AWARD FOR EXCELLENCE IN
WOMEN'S EMPOWERMENT & GENDER EQUALITY 2023**



NARRATIVE REPORT

REPORTING PERIOD: NOVEMBER 2022 - NOVEMBER 2023



ABOUT MARTHA FARRELL AWARD FOR EXCELLENCE IN WOMEN'S EMPOWERMENT AND GENDER EQUALITY

The Martha Farrell Award for Excellence in Women's Empowerment and Gender Equality has been instituted to honor Dr. Martha Farrell and her ideals. It is a first-of-its-kind initiative to discover, recognize and honor mid-career individuals and committed institutions, which have made valuable contributions in areas of work related to women's empowerment and gender equality.

The 7th Martha Farrell Awards were conducted in 2023. Nominations for this award have been submitted from individuals and organizations from various sectors across India - civil society, government, business and industry, and academia. Martha Farrell Award nominees are working with the belief that working towards women's empowerment and gender equality is an everyday goal. The Martha Farrell Award recognizes these varied forms of activism and amplifies multiple stories of change.

Originally instituted by Martha Farrell Foundation in partnership with Rizwan Adatia Foundation (RAF) and Participatory Research in Asia (PRIA) in 2016, the Martha Farrell Awards are currently organized through a partnership with Rural Development Trust (RDT) and PRIA. The annual award is given in two categories - 'Most Promising Individual' and 'Best Organization for Gender Equality' - with each winner receiving INR 1,50,000.00 as prize money. In 2020, the 'Special Jury Awards' were introduced in each category, with each winner receiving INR 1,00,000.00 as prize money, under the aegis of our esteemed jury member, Mr. Feisal Alkazi.

MOST PROMISING INDIVIDUAL

Criteria:

- Professionals of any gender, between ages 25 and 40 years, working in government, business, industry, or civil society organizations in India.
- The person has worked consistently for at least the past five years to promote women's empowerment or gender equality within the workplace, at home, in communities, in educational institutions, in society, etc.
- Innovative, practical, and comprehensive approaches to social change promoting women's empowerment or gender equality.
- Personal examples and role models who practice values of feminism in everyday life.

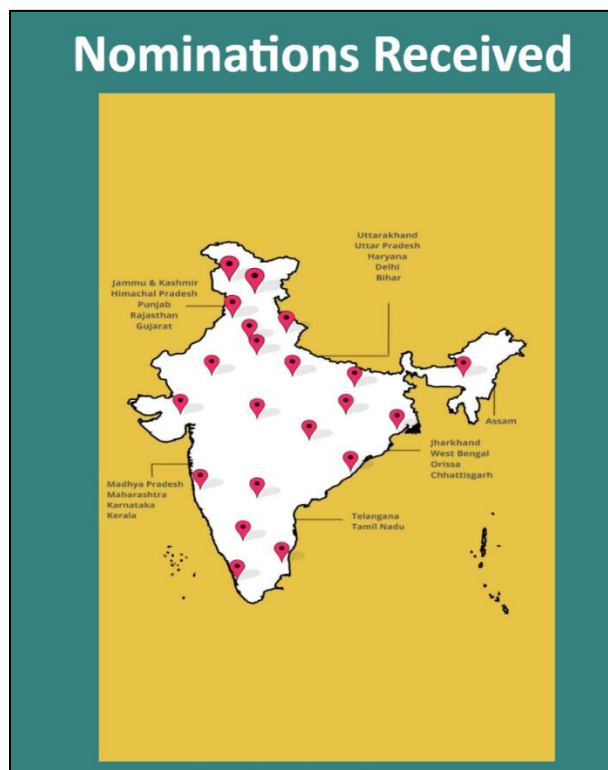
BEST ORGANIZATION FOR GENDER EQUALITY

Criteria:

- Any organization or department/center/campaign under it, including government, business, industry, educational, health, media, unions, federations, or civil society, registered in India.
- The organization has been actively implementing systems/practices/strategies to mainstream gender both externally and internally - not just limited to program implementation but also working towards creating a gender-sensitive and gender-equal environment within their own workplace. Such efforts have been consistent for at least five years.
- Innovative, practical, and comprehensive approaches to cultural and political change within the organization toward women's empowerment or gender equality.

NOMINATIONS FOR 7TH MARTHA FARRELL AWARDS 2023

The nominations for the 7th Martha Farrell Award 2023 were opened on 23rd January 2023 and closed on June 15, 2023. A total of 166 nominations (97 nominations in the individual category

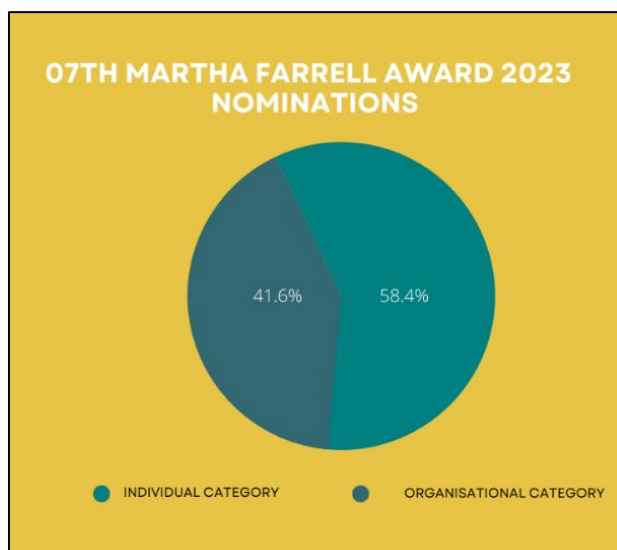


and 69 nominations in the organization category) from 21 states and union territories across India were received, comprising a wide variety of individuals (social activists, professionals, educators, media-persons, government officials, entrepreneurs) and organizations (grassroots, non-profits, corporate, academic, media, social enterprise).

- 97 NOMINEES FOR INDIVIDUAL AWARD
- 69 NOMINEES IN INSTITUTIONAL CATEGORY
- 21 STATES AND UNION TERRITORIES

Under the organization category, nominations for the 7th Martha Farrell Award were received from a wide range of organizations, including trade unions, grassroots organizations, local and national non-profits, corporations, and educational institutions.

Nominations for the 7th Martha Farrell Award have been received from individuals and organizations working within diverse sectors and locations across India.



EVALUATION OF NOMINATIONS

After nominations were concluded on June 15, 2023, a process of evaluation of the nominees within individual and organizational categories began.

The objective of this evaluation was to prepare a shortlist of 6 individuals and 6 organizations. The findings from these evaluations were then presented to the Martha Farrell Awards jury for their consideration for selection of two individual and two organizational winners. The evaluation process was divided in four steps, which are briefly explained below:

STEP 1: Longlist Prepared

Nominees for both the categories which did not fit within the initial award criteria (age, number of years of work, etc.) were excluded.

45 nominees under the individual category were moved to the next step.

52 nominees under the organization category were moved to the next step.

STEP 2: Shortlist Prepared

We sought further information from the nominees, based on the following criteria:

- Consistency
- Innovation
- Outreach
- Scaling-up/plans for expansion

The additional information was received and reviewed in the month of June 2023. A shortlist of 14 nominees in the individual category was prepared. A shortlist of 14 nominees in the organizational category was prepared.

STEP 3: Due Diligence

This step was devoted to the due diligence of the shortlists for both the categories. The purpose of the due diligence was to objectively evaluate the quality and the consistency of the work of the nominees on the shortlist, so that the top 6 individuals and top 6 organizations could be prepared for the jury review. The due diligence process was carried out by teams from the Martha Farrell Foundation (MFF) and its partner organizations - Centre for Youth and Social Development (Bhubaneswar), Sahbhagi Shikshan Kendra (Lucknow), and UNNATI (Ahmedabad). MFF partner organizations conducted the due diligence process for 1 organizational and 3 individual nominees. The remaining 13 organizations and 11 individuals were evaluated by the MFF team.

The process included:

- Interviews and field visits
- Online interviews through Zoom
- Reference checks

A questionnaire with 14 criteria [refer Annexure 2] was prepared to evaluate the individual nominees. A questionnaire with 15 criteria [refer Annexure 3] was prepared to evaluate the organizational nominees. The process of due diligence was finished by August 25, 2023.

STEP 4: Jury Review

The feedback and evaluation provided by the due diligence team was qualitatively assessed by the core team, to prepare a shortlist to be presented to the jury.

A short list of 6 nominees in the individual category and 6 nominees in the organizational category was prepared for the jury review.

A jury meeting was held on September 2, 2023, followed by additional discussions which concluded on September 7, 2023. The jury made their final decision on the selection of the four winners based on Dr. Martha Farrell’s values, which are as follows:

- Everyday practical actions (feminism in everyday life)
- Personal examples of change
- Working with both men and women
- Institutional gender mainstreaming
- Changing systems and cultures

Shortlisted Nominees for Most Promising Individual

Dipika Thakur	Divya Hegde	Drishana Kalita
Insha Bashir	Mohini Devi	Pallabi Ghosh

7th Martha Farrell Awards 2023

Shortlisted Nominees for Best Organization for Gender Equality

Kalapuri Foundation	Maitrayana Charity Foundation	Nari-O-Sishu Kalyan Kendra
Rajasthan Mahila Kalyan Mandal	Tamil Nadu Domestic Workers Welfare Trust	Uninhibited

MARTHA FARRELL AWARD JURY 2023

The jury convened on September 2nd, 5th, and 7th to evaluate the finalists of the 7th Martha Farrell Awards 2023 and selected the winners.

Over the course of five days, the jury reflected on the depth and diversity of the nominations received and deliberated on the finalists. The winners of the Martha Farrell Award and the Special Jury Award in the individual and organizational categories were jointly chosen by the Jury (Jury member mentioned in the Annexure 1).

7TH MARTHA FARRELL AWARD - WINNERS 2023

MOST PROMISING INDIVIDUAL

MOHINI DEVI
KARNAL, HARYANA



“In my growing years, as a young girl and adolescent, I understood the value of hard work and determination and learnt about the resilience of my foremothers and elders. Early in life, I knew that I would dedicate my life to secure the right to life and justice for my people.

Now, as an activist lawyer, mother, and

young leader in the mission for social justice, I stand with immense pride as I receive this special award! I owe this award to all my sisters, mentors, and family members who have stood by me throughout my life. Additionally, without Babasaheb Dr. B.R. Ambedkar and his revolutionary life, I would not be here today. This is my tribute to my beloved Babasaheb.”

- Mohini Dev

BEST ORGANIZATION FOR GENDER EQUALITY

NARI-O-SISHU KALYAN KENDRA HOWRAH, WEST BENGAL



**Best Organisation for
Gender Equality 2023**

**Nari-O-Sishu
Kalyan Kendra**

**7th Martha Farrell Award '23 | Winner | Best Org for Gender Equality
2023|Nari-O-Sishu Kalyan Kendra**

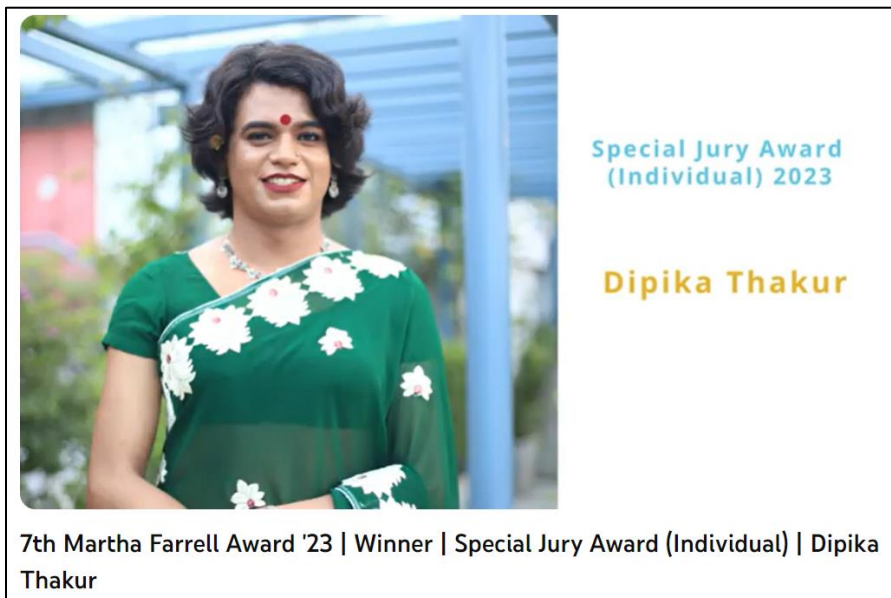
“The aspiration of Nari-O-Sishu Kalyan Kendra is that of a self-reliant society, based on humanistic values of cooperation, participation, justice, respect, and love. Furthermore, it is a society where people will participate in a decentralised political process, where the economy is based on localised production and consumption, where the environment will be free from pollution and exploitation, and people will sustain their own indigenous socio-cultural identity. The envisioned community is free from the forces of the patriarchy and therefore, peaceful and harmonious.

The Martha Farrell Award is an incredible honour and a validation of our mission and our determination to break barriers, inspire change, and continue to champion gender equality. It provides us with a valuable platform to amplify our voice and influence, and enables us to engage with a broader audience to advocate for policies and practices that promote women's rights and gender equality on a larger scale. This achievement reflects not just our organizational achievements, but also the collective efforts of our dedicated team, volunteers, partners, and supporters. It highlights their commitment and dedication to our shared cause. We are excited about what lies ahead and the positive transformations we can achieve together.”

- Salema Jahan, President, and Rahima Khatun, Secretary, Nari-O-Sishu Kalyan Kendra

SPECIAL JURY AWARD 2023 WINNERS

DIPIKA THAKUR
NEW DELHI
(INDIVIDUAL)



“I am Dipika, a Transgender activist, who lives in Delhi and works for the empowerment of the LGBTQ+ community throughout India. My personal and work experiences have led me to understand the forms of marginalization that Transgender persons face due to discriminatory social norms, particularly in smaller cities, towns, and villages. We have identified that 70 percent of India’s population live in small towns and villages. As per the 2011 Census, there are 4.87 lakh transgender individuals in India, who greatly lack support and acceptance from the people around them. Similarly, I have faced many challenges within my family about my gender identity, but I have decided to fight for inclusivity and to be an example to society. My main struggle now is not for me, but for all Transgender persons across India.

The Martha Farrell Award will enhance the credibility of my work and serves as a powerful catalyst for change. This award is not only an honour to me as a Transgender activist and social worker, but also inspires other social workers to join this noble and important cause of gender equality. It amplifies the messages of those working to bring about societal change and brings attention to the pressing issues they champion. This recognition also comes with great responsibility. It recognizes me as being a Transgender activist in a position of influence, and as someone who can inspire other grassroots social workers and set an example for future generations. Receiving this award underscores my commitment to give back to the community members of India.”

– Dipika Thakur

**RAJASTHAN MAHILA KALYAN MANDAL
AJMER, RAJASTHAN
(ORGANISATION)**



**Special Jury Award
(Organisation) 2023**

**Rajasthan Mahila
Kalyan Mandal**

**7th Martha Farrell Award '23 | Winner | Special Jury Award (Org.) | Rajasthan
Mahila Kalyan Mandal**

“As Secretary & Chief Functionary, I am honored to introduce Rajasthan Mahila Kalyan Mandal (RMKM), which has been dedicated to the empowerment of underprivileged communities, particularly women and Persons With Disabilities (PWDs), since its inception in 1975. We firmly believe that women are the cornerstone of vibrant and thriving communities, and RMKM has been committed to providing them with the resources and opportunities needed to achieve financial independence and social equality. Our multifaceted approach encompasses education, awareness-building, capacity-building, and microcredit initiatives, all aimed at fostering a society where women play a central role in driving positive change.

The Martha Farrell Award holds profound significance for RMKM. It epitomizes our relentless pursuit of gender equality and recognition for our dedication to empowering women across diverse backgrounds. This award serves as a testament to our tireless efforts to sensitize communities to issues of gender inequality and create a supportive environment for women's advancement, both within our organization and in the communities we serve. We are deeply grateful for this honor and remain committed to our vision of a more equitable and inclusive society where women are at the forefront of transformational change.”

– Kshama R. Kaushik, Secretary & Chief Functionary, Rajasthan Mahila Kalyan Mandal

7TH MARTHA FARRELL AWARD CEREMONY



The 7th Martha Farrell Award ceremony was held on October 16th, 2023, at KE Auditorium, Christ University (Hosur Main Road, Bhavani Nagar, S.G. Palya, Bengaluru, Karnataka).

The ceremony began with a moving and passionate opening address by Sister Anna Ferrer (Executive Director, Rural Development Trust and President, Fundación Vicente Ferrer). Thereafter the four winners in the ‘Most Promising Individual’, ‘Best Organization for Gender Equality’, ‘Special Jury Award (Individual)’, and ‘Special Jury Award (Organization)’ were recognized, appreciated, and felicitated.

Deepti Bopaiaha (a Martha Farrell Awards Jury Member and the C.E.O. of GoSports Foundation) presented the award for ‘Most Promising Individual’ to Mohini Devi. Subsequently, Mohan HL (a social scientist and the C.E.O. of Karnataka Health Promotion Trust) was invited to present the Special Jury Award (Individual) to Dipika Thakur.

The Award for ‘Best Organization for Gender Equality’ was presented to Nari-O-Sishu Kalyan Kendra by Sudha Srinivas (the C.E.O. of The /Nudge, Centre for Social Innovation). Following this, the final ‘Special Jury Award’ (Organization) was presented by Al Fernandez (the Founder of Myrada) to Rajasthan Mahila Kalyan Mandal. Dr. Fr. Joseph C C (Vice Chancellor, Christ University) delivered an uplifting and enlightening address, and the ceremony closed with a short and impactful speech by student volunteers from the Centre for Social Action, Christ University.

7TH MARTHA FARRELL AWARD CEREMONY



Top Left: Mohini Devi, accompanied by her daughter, receives the Most Promising Individual Award from Deepti Bopaiaha, Martha Farrell Awards Jury Member and C.E.O., GoSports Foundation



Top Right: Salema Jahan, President and Rahima Khatun, Secretary of Nari-O-Sishu Kalyan Kendra, receive the Best Organization for Gender Equality Award from Sudha Srinivas, C.E.O., The/Nudge, Centre for Social Innovation.

Below Left: Dipika Thakur receives the Special Jury Award (Individual) from Mohan HL, social scientist and C.E.O., Karnataka Health Promotion Trust.

Below Right: Rakesh Kumar Kaushik, Director and Kshama Kaushik, Secretary and Chief Functionary of Rajasthan Mahila Kalyan Mandal receive the Special Jury Award (Organisation) from A L. Fernandez (the Founder of MyRada).



7TH MARTHA FARRELL AWARD CEREMONY IN PRESS AND ON SOCIAL MEDIA

1. Information on Instagram, Twitter, LinkedIn and Facebook:

- Twitter: Between August 1 and October 30, 36 tweets published were posted. 316 retweets and an average engagement rate of 5%. A total of 21.4K organic impressions gained and 1000+ user engagements.
- Instagram: Between August 1 and October 30, a total of 10 posts and 17 stories were published on, which garnered around 287 user engagements.
- Facebook: Between August 1 and October 30, a total of 12 posts were published on Facebook, which earned nearly 7455 organic impressions and more than 1000+ user engagements.
- LinkedIn: Between August 1 and October 30, a total of 12 posts which earned 13,513 organic impressions and average engagement of 15%.

2. Four films of the winners were shot and screened, along with a short film on the Martha Farrell Foundation.

3. A video of the highlights from the award ceremony was edited and uploaded to YouTube.

https://youtu.be/lkky5p5QHXM?si=BP_wq1Wj4RdbflPp

4. Press coverage: Two news article in the local newspaper of Bangaluru one in English and one in local language – Kannada was published on 21st October 2023.

Martha Farrell Awards recognising women empowerment, gender equality presented

Two individuals and two institutions were awarded in recognition of their outstanding contributions



Recipients of the Martha Farrell Awards

The Martha Farrell Award for Excellence in Women's Empowerment and Gender Equality is an initiative to discover, recognise and honour mid-career individuals and committed organisations that have made valuable contributions in areas of work related to women's empowerment and gender equality. This award is presented through the Martha Farrell Foundation, an organisation committed to promoting gender justice and lifelong learning.

The Martha Farrell Award was instituted to honour Dr Martha Farrell (1959-2015), a passionate civil society leader, who was killed in a terrorist attack on a guest house in Kabul, Afghanistan, while conducting a gender training workshop with the Aga Khan Foundation.

Two individuals and two organisations were selected out of 166 nominees for the 7th Annual Martha Farrell Awards, held at Christ University, Bengaluru, on October 6, 2023.

Most Promising Individual Award: Mohini Devi
Mohini Devi received the Most Promising Individual Award. She is a lawyer, and women and Dalit rights activist from Karnal, Haryana. Mohini has researched and worked to prevent sexual harassment, sexual assault

and atrocities.
"In my growing years, I understood the value of hard work and determination. Early in life, I knew I would dedicate my life to secure the right to life and justice for my people", she said.

Best Organisation for Gender Equality Award: Nari-O-Sishu Kalyan Kendra

Nari-O-Sishu Kalyan Kendra, received the Best Organisation for Gender Equality Award. Established in 1979 in Howrah, West Bengal, it is a women-led organisation. It works to prevent gender-based violence and discrimination, and to facilitate socio-economic empowerment and welfare of vulnerable groups in West Bengal and Jharkhand.

"The aspiration of Nari-O-Sishu Kalyan Kendra is a self-reliant society based on human values of cooperation, justice and respect", say Salema Jahan, President, and Rahima Khatun, Secretary, Nari-O-Sishu Kalyan Kendra.

Most Promising Individual - Special Jury Award: Dipika Thakur
Dipika Thakur received the Most Promising Individual - Special Jury Award. Dipika is a transgender rights activist and a National Programme Officer at India HIV/AIDS

Alliance. She aims to create a rights-based, stigma-free and inclusive society for the holistic development of the transgender community.

"I work for the empowerment of the LGBTQ+ community throughout India. My personal and work experiences have led me to understand the forms of marginalisation that transgender persons face due to discriminatory social norms," says Dipika Thakur.

Best Organisation for Gender Equality - Special Jury Award: Rajasthan Mahila Kalyan Mandal

Rajasthan Mahila Kalyan Mandal (RMKM) received the Best Organisation for Gender Equality - Special Jury Award. It was formed in 1975 to empower socially-deprived communities, especially women and Persons With Disabilities (PWDs), through education, awareness building, natural resource management, health education, capacity building, formation of self-help groups (SHGs), and microcredit programmes.

"We believe women are the cornerstones of vibrant and thriving communities. RMKM has been committed to providing them with the resources and opportunities needed to achieve financial independence and social equality," says Kshama R Kaushik, Secretary and Chief Functionary, RMKM.

OTHER HIGHLIGHTS FROM THE MARTHA FARRELL AWARD CEREMONY



A film showcasing the work of the life of Martha Farrell and the work of the Martha Farrell Foundation was played, which was followed by a powerful mime performance by Last Minute Productions, the Official Theatre team of the Department of Commerce, Christ University. the Christ University student mime group. This performance depicted “Iris” The life of a dancer who, with the help of a loyal friend, triumphantly returned to the world of dance after losing her vision was depicted in this gripping piece. It attempted to highlight the various difficulties and misfortunes she faced in the community. Through the play, we wanted to convey the message that negativity is a choice. One can either choose to be positive or negative in their life irrespective of the circumstances.



The award ceremony concluded with a musical performance by the band from the Department of Commerce, comprising of talented musicians from all genders, will be performing a 5-minute set on the theme of gender equality and women empowerment. Their performance will be a mix of covers, all of which will have a powerful message about the importance of creating a more just and equitable world for all.

OTHER HIGHLIGHTS FROM THE MARTHA FARRELL AWARD CEREMONY

- The Award ceremony was live-streamed on Martha Farrell Foundation's YouTube Channel by the Christ University IT team, which has earned 767 views till date.
<https://www.youtube.com/live/PlIJBhb8KjU?si=MVjyjEJNsCI9SR71>



- 7th Martha Farrell Award Ceremony: Winners' Videos



<https://youtu.be/b037gybH9ZQ?si=WPA4x1TssloMRQR>



https://youtu.be/6Os5qhDjKm0?si=T_CWqg1KEar2rJjQ



https://youtu.be/_qsD5Rph-j4?si=hnMuvOTEDjVZKXSR <https://youtu.be/WywNLn0ob0k?si=fFSdamhauOoTyKxd>

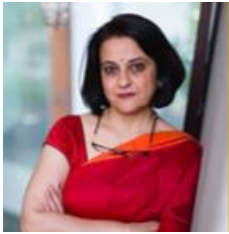
- Highlights from the ceremony can be viewed below:
<https://youtu.be/lkky5p5QHXM?si=gaEfSekFg8h4wQg3>



ANNEXURE 1

MARTHA FARRELL AWARD JURY

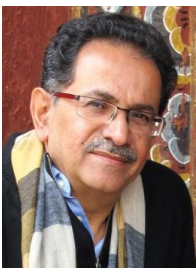
- Namita Bhandare (Award-winning Journalist)



- Dr. Pankaj Mittal (Secretary General, Association of Indian Universities)



- Feizal Alkazi (Renowned Documentary Filmmaker and Theatre Director)



- Moncho Ferrer (Programme Director at Rural Development Trust)



- Deepthi Bopaiah (CEO, GoSports Foundation)



- Dr. Rajesh Tandon (Founder-President of Participatory Research in Asia, and the Chairperson of the Martha Farrell Foundation)



ANNEXURE 2

Due Diligence Process

(Individual Category)

The questions for evaluation are mentioned below:

1. Why did you start working on gender and women empowerment? (Try and explore whether there is any personal narrative/struggle related to this)
2. What were the challenges that you faced during this journey and how did you overcome them?
3. What is the target group (location and constituencies) and why did you choose to work with this location/type of people? What are the different methods you use for engagement (if the nominee is developing and using new methods, processes or systems to further their work on gender equality or women's empowerment)? Is the nominee working with other stakeholders/partners/donors to accomplish this?
4. How do you engage on gender through your project (this can be contextualized according to the work that the nominee is engaged in). Is the nominee also engaging with men and boys?
5. What has been the impact of your work till now and how do you wish to scale up and sustain it? (it would be best if the nominee can also share some outreach numbers or impact numbers related to his/her work.)
6. How do you showcase/record/share your work (social media, reports, documents, media coverage)?
7. On a personal note, what are some of the changes that you have observed in yourself, as a result of your work?
8. (Optional/if time permits) Look back at the last three years of your work. What do you think is the most significant change that has taken place in the lives of women/girls as a result of your work? Please tell us a story that you believe to be the most impactful.

Reference persons (members of the nominees' organisation, family members, other individuals who can attest to the nominees' journey and story)

9. How has the nominees' work impacted you? (The evaluator also first asked how long they have known the nominee for)

10. Does the nominee have a praxis orientation?

11. Do you believe that the nominee has an adequate work-life balance?

12. How have you seen the nominee learn and grow throughout their work?

Interviewer Observations-

13. Does the individual have a praxis orientation? (Do they follow feminist, non hierarchical practices in their daily lives)

14. Does the organisation that the individual is employed in also follow practices of gender mainstreaming?

Additional Observations-

Photos Taken (With Captions)-

ANNEXURE 3

Due Diligence Process **(Organisational Category)**

The questions for evaluation are mentioned below

Senior Leadership-

1. How did the organization start? Who started it and who were the first founding members of the organization? What is the current leadership of the organization (both governing board and senior leadership) and how did this leadership come about?
2. What is the exact geographical spread of their work and which communities are they working with directly? What is the total programmatic outreach of the organization?
3. What is the total team strength of the organization? What is the gender makeup of the team? Where are the team members from and how are they recruited?
4. How is the organization's commitment to gender mainstreaming reflected in its internal structures, programmes, partnerships and collaborations? How is it influencing its stakeholders (like partners, vendors, government institutions, media etc.) to also become committed towards gender mainstreaming.
5. Plans to scale up. (Next 3-5 years)
6. How is the organization engaging with men and boys?

Mid-Level Management-

7. Does the organization have a gender and POSH policy? If yes, then how old are the policies and how did these policies come about? How are these policies mainstreamed in the day to day activities of the organization?
8. If the organisation works with gender based violence (prevention and protection), what are some of the measures taken to ensure that the employees feel safe, both physically and psychologically?
9. Has the organization maintained adequate activity reports and audit reports for the last three years?
10. How is the organization capacitating its team to work towards gender mainstreaming?

11. Have the team members also undergone a personal change during their journey with the organization? What is the system of recording this?
12. How do they showcase/record/share/document their work (social media, reports, documents, media coverage)?

All-

13. (Optional/if time permits) Gather a group of 5 employees, including leadership and ask to be seated in the shape of a circle. Invite all participants to reflect on the following question “Look back at the last three years of your work. What do you think is the most significant change that has taken place in the lives of women/girls as a result of your work?” Invite each participant to then share the story that they have thought about. After each person has shared, invite all to discuss and select one of those stories collectively, that they all agree is the most significant story of change.

Interviewer Observations-

14. Note any arrangements that have been made within the organisation that promote gender equality (for example, are there provisions for disposing sanitary napkins in the bathrooms? Are bathrooms accessible for all?)
15. Note the relational behaviours and patterns between senior leadership, mid-level management and employees, and non-programmatic staff.

Additional Observations

Photos Taken (With Captions)-