



कार्मिक एवं प्रशिक्षण विभाग
DEPARTMENT OF
PERSONNEL & TRAINING



IN-SERVICE TRAINING PROGRAMME ON FOSTERING GENDER RESPONSIVE GOVERNANCE

(22nd July – 26th July, 2024)

Course Report



**National Gender and Child Centre
Lal Bahadur Shastri
National Academy of Administration
Mussoorie- 248179**



In-Service Training Programme on Fostering Gender Responsive Governance

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GROUP PHOTOGRAPH (22nd JULY, 2024)



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About Us



The Lal Bahadur Shastri National Academy of Administration (LBSNAA) The Academy (LBSNAA), stands as a beacon of excellence in the realm of civil service training, with a distinguished legacy spanning decades. LBSNAA has been instrumental in shaping the careers of countless civil servants who have gone on to serve the nation with distinction. LBSNAA fosters administrative excellence and leadership in government officials through holistic training that cultivates ethical values, integrity, and a public service ethos. Moreover, LBSNAA serves as a vibrant hub for intellectual exchange and networking, bringing together civil servants from diverse backgrounds and fostering a culture of collaboration and mutual learning. Through interactive sessions, group discussions, and experiential exercises, participants have the opportunity to engage with peers, share experiences, and forge lifelong connections.



The National Gender and Child Centre (NGCC) was established in 1995, with an aim to mainstream gender in policy, programme formulation and implementation in Government so as to establish gender as a priority concern in government and to ensure equitable development of men and women. The Centre delivers gender training and sensitization inputs through courses run in the Academy for the Officer Trainee's of All India Services, and Central Services in the Foundation Course, Phase-I and Phase-II, the officers of middle and senior level in IAS and officers promoted to the IAS from the state civil services. It also conducts training of trainers on various themes of governance where gender concerns are involved.



Ministry of Women and Child Development was set up in the year 1985 as a part of the Ministry of Human Resource Development to give the much needed impetus to the holistic development of women and children. The Department was upgraded to a Ministry in 2006. The broad mandate of the Ministry is to have holistic development of Women and Children. As a nodal Ministry for the advancement of women and children, the Ministry formulates plans, policies and programmes; enacts/ amends legislation, guides and coordinates the efforts of both governmental and non- governmental organization's working in the field of Women and Child Development.

Besides, playing its nodal role, the Ministry implements certain innovative programmes for women and children. These programmes cover welfare and support services, training for employment and income generation, awareness generation and gender sensitization. These programmes play a supplementary and complementary role to the other general developmental programmes in the sectors of health, education, rural development etc. All these efforts are directed to ensure that women are empowered both economically and socially and thus become equal partners in national development along with men.



The Ministry of Personnel, Public Grievances and Pensions is the coordinating agency of the Central Government in personnel matters specially issues concerning recruitment, training, career development, staff welfare as well as the post-retirement dispensation. The Ministry is also concerned with the process of responsive people-oriented modern administration. Allocation of Business Rules defines the work allotted for the Ministry.



About the Programme

Gender Responsive Governance (GRG) serves as a cornerstone for achieving inclusive growth by recognizing and addressing the unique needs of all genders within diverse governance practices. The GRG programme is specifically curated to meet the urgent demand for gender-responsive initiatives within governance structures and equip civil servants across various departments with the essential knowledge, skills, and tools needed to champion gender-responsive governance.

To advance this goal, the National Gender and Child Centre (NGCC) at the Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, organized a 5-day In-Service Training Programme titled 'Fostering Gender Responsive Governance.' Held from 22nd to 26th July 2024 at Indira Bhawan, Mussoorie, the programme was tailored to build the capacity of civil servants with 5 to 14 years of experience. The training aimed to enhance their ability to promote and lead gender-responsive governance in their respective roles by integrating gender perspectives into their work. This approach was intended to empower participants with the necessary skills and knowledge to develop and implement inclusive policies and programs that effectively address the needs of all citizens.

This training initiative was a collaborative effort involving several esteemed organizations, including NGCC, LBSNAA, the Ministry of Women and Child Development (MWCD), and the Department of Personnel and Training (DoPT). The partnership underscored a unified commitment to fostering governance practices that are inclusive and reflective of gender perspectives, ensuring a comprehensive approach to policy-making and implementation.

The programme brought together 48 civil servants from a wide range of states across India, including Assam, Jharkhand, New Delhi, Madhya Pradesh, West Bengal, Maharashtra, Haryana, Bihar, Kerala, Telangana, Tamil Nadu, Goa, Uttar Pradesh, Jammu & Kashmir, Karnataka, Chhattisgarh, Rajasthan, Gujarat, and Punjab. This diverse geographical representation enriched the training experience by facilitating a robust exchange of ideas and experiences among participants from different administrative and cultural backgrounds.

The training objectives were threefold: to build capacity by enhancing the ability of civil servants to integrate gender perspectives into their governance practices; to raise awareness about the importance of gender-responsive governance in creating equitable policies and programs; and to promote gender equity by providing practical strategies, tools, and frameworks for application in daily work.

The programme structure included a variety of interactive and practical activities designed to engage participants actively. These activities featured workshops and seminars on the latest tools and frameworks for gender-responsive governance, case studies analyzing real-world scenarios and successful practices in gender equity, interactive sessions for facilitated discussions and group work, and expert talks offering insights from leading professionals and practitioners in the field.

By the conclusion of the training, participants were expected to have acquired practical skills and knowledge to advance gender equity within their roles. They would be capable of implementing gender-responsive strategies and frameworks in their respective domains and be prepared to drive meaningful change that contributes to inclusive governance practices addressing the needs of all citizens.

In nutshell, the 'Fostering Gender Responsive Governance' programme exemplified NGCC's commitment to enhancing governance practices by integrating gender perspectives. This initiative aimed to ensure that policies and programs are more inclusive, effectively addressing the diverse needs of the population, and fostering a more equitable and responsive governance framework.



DAY 1

Inaugural Ceremony

The inaugural session of the In-Service Training Program on Fostering Gender Responsive Governance was a significant moment that set the tone for a transformative journey toward promoting gender equality in governance. The session commenced with a warm welcome, highlighting the program's goal of equipping participants with essential tools and insights for championing gender equality. Over the five-day course, participants will explore gender dynamics, policy frameworks, and practical strategies to enhance their roles as leaders in promoting inclusive governance practices. The first day laid the foundation with sessions on understanding gender dynamics and leadership, emphasizing the critical importance of gender-responsive governance.

The Chief Guest, Prof. Shantishree Dhulipudi Pandit, Vice Chancellor of Jawaharlal Nehru University, New Delhi, delivered a thought-provoking address. She emphasized the importance of balance and diversity in governance, drawing on the Indian perspective of gender as a harmonious complement rather than an opposition. Prof. Pandit shared personal anecdotes and insights into the challenges and biases that women in leadership positions face, even in prestigious institutions like JNU. She stressed the need for mindfulness and the continuous effort to challenge and change ingrained societal norms that perpetuate gender inequality.

Sowjanya, the Joint Director, Lal Bahadur Shastri National Academy of Administration, Mussoorie, also delivered an impactful inaugural address, celebrating the program's role-based approach and the significant participation of men, which reflects a shift towards a more inclusive understanding of gender. She highlighted the need to redefine gender roles and the importance of educating both men and women to navigate the evolving landscape of gender relations. Her address underscored that fostering gender-responsive governance is not just about empowering women but about creating a more just and equitable society for all.

The session concluded with a reaffirmation of the program's mission: to catalyze real change by developing actionable strategies that integrate gender equality into every facet of governance. This inaugural session marked the beginning of an engaging and insightful journey, inspiring participants to become catalysts for change in their respective spheres of influence.

Inaugural Session



(Left to Right: Ms Aakanksha Kulshrestha, Ms. Shanmuga Priya Mishra, Prof. Santishree Dhulipudi Pandit (Chief Guest), Ms. Sowjanya, Shri Romeo Vincent Tete)



SESSION 1

Unboxing Gender: Decoding Dynamics for Governance Growth

Anjali Singh Chauhan

Chief Programme Officer National Gender and Child Centre (NGCC), Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie

Shanmuga Priya Mishra

Executive Director, National Gender and Child Centre (NGCC), Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie



The first session, 'Unboxing Gender: Decoding Dynamics for Governance Growth,' was expertly led by Anjali Singh Chauhan and Shanmuga Priya Mishra. The session began with an engaging activity designed to set the stage for the discussion. It focused on how gender is integral not only to development but also to enhancing multi-sectoral dialogue and coordination at various levels of governance. The interactive session helped participants

understand the distinctions between sex and gender, and how gender manifests in everyday life through elements such as clothing, hair length, roles, and names. It also introduced the concept of intersectionality, emphasizing that gender should be viewed as a spectrum rather than a binary.

The session included a question and answer segment, enriched by presentations and short film clips. These elements effectively illustrated that women are not a weaker section of society and that there are no limits to where women can excel and succeed. The session also featured a video of renowned feminist and social activist Ms. Kamla Bhasin, who passionately argued that women are neither dependent nor weak but central to sustaining families and communities. She highlighted the multiple roles women play, including managing household responsibilities, caring for their families, and excelling in their professional careers.



Additionally, the session discussed various women-centric initiatives that actively involve women in diverse projects. These initiatives are crucial for promoting gender inclusion and have a significant positive impact on societal development and growth.

In conclusion, the session delivered a powerful and inspiring message:

"Empower both women and men to foster the growth and development of society as a whole. Providing equal opportunities to women is essential for community progress." This session was a vital step towards understanding gender dynamics in governance and underscored the importance of equal opportunities in driving societal advancement.

SESSION 2

Gender Responsive Governance – a multi-faceted approach & why it's important?

Santishree Dhulipudi Pandit

Vice Chancellor, Jawaharlal Nehru University (JNU), New Delhi

The second session, titled 'Gender Responsive Governance – A Multi-Faceted Approach and Its Importance,' was conducted by Prof. Santishree Dhulipudi Pandit. This session provided an in-depth and insightful examination of women's roles and responsibilities in society, emphasizing the significance of a multi-faceted approach to gender equality.



The speaker highlighted the diverse functions performed by women across various sectors, noting instances where women are the primary breadwinners while men manage household responsibilities. She illustrated this with an example from Kerala, where state education textbooks depict both men and women sharing household duties, working outside the home, and co-parenting.

The session also addressed prevalent gender discrimination, such as the reinforcement of stereotypes about women's physical strength. She cited a gynecologist's perspective, asserting that women are physically stronger than commonly perceived. She further emphasized the need for protection and support from families, particularly male members.

The speaker shared her personal experiences, including an incident involving physical assault, and discussed issues such as gender blindness, paternal leave, restricted freedom of movement, and gender inequality. She drew comparisons between women and goddesses in Indian cultural contexts to highlight the revered status of women in traditional narratives.

She emphasized the importance of cultivating gender sensitivity by moving from gender bias and discrimination to awareness and empathy. This included discussions on various United Nations reports and global data on sex trafficking. Prof. Pandit also stressed the need to educate and empower the girl child.

In conclusion, Prof. Pandit advocated for transformative changes that enhance self-confidence, leadership skills, and self-efficacy. She supported female education and the implementation of quotas for women in the workplace. She particularly focused on reproductive rights and balancing work and personal life, drawing inspiration from figures such as Draupadi, Sita, and Saraswati, who exemplified the struggle for women's rights.

SESSION 3

Transforming Leadership for Gender Responsive Governance – Role of Duty holders

Anjal Prakash

Clinical Associate Professor (Research) & Research Director, BIPP, Indian School of Business, Hyderabad

The third session 'Transforming Leadership for Gender Responsive Governance – Role of Duty Holders,' was conducted by Shri Anjal Prakash. This session provided a comprehensive overview of the role of duty holders in advancing gender-responsive governance. It began with an engaging activity focused on assertive advocacy for gender equality. Shri Prakash explained that gender-responsive governance aims to meet the needs of all genders and ensure equal opportunities. He highlighted the difference between gender equity and gender equality, using examples such as women's quotas and the success of the Lijjat Papad self-help group, which has achieved significant economic growth.

The speaker also addressed the challenges women face in different settings, including the impact of conflicts like those in Afghanistan on gender dynamics. He emphasized the need for both ideological and practical efforts to achieve gender equality and outlined key aspects for understanding gender differentiation: analysis, access and control mechanisms, and influencing factors. The session included a structured plan, starting with an overview of gender-responsive governance, followed by role plays on various scenarios such as budget allocation and community decision-making, and concluding with an interactive discussion and Q&A session.



Participants gained valuable insights into how gender dynamics affect governance and were empowered to advance gender-responsive initiatives. The session fostered collaboration and knowledge exchange, highlighting the essential role of duty holders in promoting inclusivity and equity within governance practices.

DAY 2

SESSION 5

Gender Analysis: Frameworks and Tools

Anjal Prakash

Clinical Associate Professor (Research) & Research Director, BIPP, Indian School of Business, Hyderabad

NGCC Team

The fifth session, titled "Gender Analysis – Frameworks and Tools," was conducted by Anjal Prakash and provided a detailed exploration of performing thorough gender analysis within governance structures, a vital aspect of advancing Gender Responsive Governance. The session aimed to equip civil servants with the necessary frameworks and tools to effectively analyze and address gender disparities.

Anjal Prakash began by welcoming participants and outlining the objectives of the session, emphasizing the crucial role of gender analysis in fostering Gender Responsive Governance. The discussion then defined gender analysis, highlighting its importance in governance and the benefits of integrating gender perspectives into policy and decision-making processes. Various frameworks and methodologies tailored for gender analysis were introduced, along with different approaches to analyzing gender disparities and their application in governance settings. Practical tools for gender analysis, including gender impact assessments, gender budgeting, and gender-responsive indicators, were also presented.



The session included discussions of real-world scenarios through two case studies, encouraging participants to identify gender disparities and propose gender-sensitive solutions. A discussion and Q&A segment followed, allowing participants to address questions, share insights, and reflect on the challenges and opportunities of integrating gender perspectives into governance practices.

By the end of the session, participants gained a solid understanding of gender analysis and its role in governance, became proficient in using various frameworks and tools, and developed practical skills in applying gender analysis to real-world scenarios. Anjal Prakash emphasized the importance of gender analysis in creating more inclusive and equitable governance structures.

SESSION 6

Designing Gender Responsive Interventions – Collecting and Analyzing Gender Disaggregated Data

Anjal Prakash

Clinical Associate Professor (Research) & Research Director, BIPP, Indian School of Business, Hyderabad

NGCC Team

The sixth session, "Designing Gender-Responsive Interventions – Collecting and Analyzing Gender Disaggregated Data," focused on the critical role of gender-disaggregated data in designing and implementing effective interventions. Participants learned practical techniques for collecting and analyzing this data to enhance program effectiveness.

The session began with a discussion on the importance of gender-disaggregated data and how tracking this data can reflect progress in gender relations. Participants were



introduced to the concept of gender-disaggregated data and its significance, with examples illustrating its impact on program effectiveness. The session covered both qualitative and quantitative methods for collecting gender-disaggregated data, including practical tips for ensuring accuracy and relevance.

Participants were then guided through data analysis techniques to identify gender disparities, followed by a group activity where they analyzed sample data sets to recognize gender-based patterns. The session concluded with a discussion on how gender-disaggregated data informs program planning and implementation.

By the end of the session, participants gained a thorough understanding of the significance of gender-disaggregated data in program design, learned effective data collection techniques, and developed skills in analyzing data to tailor interventions. The session emphasized the importance of leveraging gender-disaggregated data to enhance the responsiveness and impact of interventions, promoting gender equality and inclusivity in program outcomes.

SESSION 7

Gender Inclusive Communication for Effective Governance

Nandita Roy

Assistant Professor, Indian Institute of Management, Calcutta

NGCC Team

In this insightful session, Nandita Roy, alongside the NGCC Team, delved into the essential topic of "Gender Inclusive Communication for Effective Governance." Ms. Roy commenced the discussion by addressing the prevailing gender disparities between men and women and the contemporary challenges these disparities present. She used the example of renowned tennis player Andy Murray to highlight the necessity for alternative narratives that embrace diversity and challenge existing gender stereotypes.

Drawing from her personal experiences in Kashipur, Ms. Roy examined how entrenched norms and narratives continue to shape gender dynamics. She explored the construction and perpetuation of these narratives across various societal contexts, introducing the concept of "narrative transportation." This concept refers to the phenomenon of becoming deeply immersed in a story, which enhances the clarity and effectiveness of the message conveyed. Ms. Roy emphasized that storytelling is one of the most persuasive forms of communication and a powerful tool for fostering behavioural change.



The session also addressed fundamental aspects of exposition in communication, distinguishing between delivering information and engaging in persuasion. Ms. Roy identified mobility as a significant barrier to girls' education and highlighted the role of effective communication in addressing such challenges.

Additionally, Ms Roy presented a basic framework for negotiation, outlining four key steps: preparation, bargaining, closing, and learning. She detailed the preparation phase, focusing on the Zone of Possible Agreement (ZOPA) and the importance of considering alternatives for successful negotiation.

In her concluding remarks, Ms Roy discussed guidelines for crafting effective communication, particularly within policy documents. She provided examples of General Inclusive Communication (GIC) and underscored the importance of using non-discriminatory language. Her insights highlighted the need for inclusivity and sensitivity in communication to effectively address gender issues and promote equitable governance.

The session concluded with a presentation by the Anjali S Chauhan, NGCC, LBSNAA, on the "Guide on Gender-Inclusive Communication" developed by the National Gender and Child Centre. This guide aims to enhance awareness and understanding of gender-inclusive language within governance frameworks. The session emphasized the critical role of gender-inclusive communication in effective governance and the importance of avoiding non-inclusive phrases and vocabulary that perpetuate gender stereotypes.

The discussion explored how language influences societal perceptions of gender equality and the impact of non-inclusive language in marginalizing diverse identities. It addressed the complexities of gendered language, how it reinforces stereotypes, and the need for conscious efforts to incorporate inclusive language in both professional and personal contexts. The guide serves as a tool to help individuals identify and eliminate gender-biased language, thereby fostering more equitable and inclusive governance practices.

This session provided participants with valuable strategies for enhancing gender-inclusive communication, fostering a deeper understanding of how effective messaging can drive progress toward gender equality and more effective governance.

SESSION 8

Understanding Personal Finances

Shanmuga Priya Mishra

Executive Director, National Gender and Child Centre (NGCC), Lal Bahadur Shastri National Academy of Administration, Mussoorie

In the session "Understanding Personal Finances," Shanmuga Priya Mishra explored key



aspects of personal finance management, focusing on enhancing the visibility of women in the finance sector, where representation remains low. She noted the underrepresentation of women in finance and related fields, particularly in Tamil Nadu and Kerala, and emphasized the principle: "Don't work for money, let money work for you."

She introduced practices for effective financial management, including tracking

and reviewing monthly finances. She distinguished between savings, which are typically liquid, and investments, which are less accessible. She outlined five steps to financial freedom: assessing risk appetite, goal planning, retirement planning, succession planning, and managing financial losses.

She advised that financial management should be a joint effort in households and covered essential topics such as income management, budgeting, and the pitfalls of credit card misuse. Mishra also discussed good versus bad debt and the complexities of filing income tax returns, emphasizing the importance of Form 16 and proper insurance planning.



In her conclusion, Ms Mishra stressed that tax savings should not be confused with insurance savings, and she recommended seeking professional advice for investments. She also covered Systematic Investment Plans (SIP) and Systematic Withdrawal Plans (SWP), providing valuable insights into strategic financial planning and management.

SESSION 10

Gender Situational Analysis: Panel Discussion

Manisha Shridhar
Shirshendu Mukherjee

Shanmuga Priya Mishra
Anjali Singh Chauhan

The panel discussion on "Gender Situational Analysis" brought together a distinguished group of speakers to delve into various aspects of women empowerment and the formulation and implementation of related policies. The discussion opened with a personal anecdote from one of the speakers, who highlighted that three out of his previous four bosses were female, and his current organization employs 60% women. This context set the stage for a broader conversation on women's roles and leadership in the workplace.

The speakers emphasized the importance of capacity-building programs aimed at helping women understand their potential, recognize their leadership qualities, and emerge as effective leaders. One panelist noted that while leadership positions might be held by men, the substantial contributions and competencies of female employees often drive organizational success. Women, they argued, juggle multiple roles, balancing personal and professional responsibilities, and their empowerment is crucial across all sectors.



Dr. Manisha Shridhar shared her insights on the barriers women face in the workplace, including self-doubt and societal perceptions. She pointed out the paradox of Indian society, which both venerates women as spiritual figures and exhibits insensitivity towards them. Despite these challenges, women demonstrate remarkable multitasking abilities compared to their male counterparts.

The NGCC team introduced the Gender Situational Analysis (GSA) Toolkit developed by NGCC, LBSNAA. This toolkit is designed to evaluate the gender-friendliness of workplaces by examining four key parameters: Policy, People, Place, and Percept. It provides a comprehensive framework for assessing gender disparities in workplace conditions, participation rates, resource access, and the overall cognitive environment. The toolkit aims to offer a thorough analysis of gender dynamics and assist organizations in creating more equitable work environments.

In conclusion, Ms. Shanmuga Priya Mishra addressed the steps needed to advance gender equality, including the use of gender-inclusive communication and negotiation strategies. The panel highlighted the ongoing need for effective tools and frameworks to address gender issues and promote a more inclusive and equitable workplace.

DAY 3

SESSION 11

Gender Lens on Justice: Unpacking New Criminal Laws

Abhinav Kumar,
Director General of Police, Uttarkhand
Audrey D'Mello

Chaaya Sharma,
Special Commissioner of Police (Trg.) New Delhi
Aditi Choudhary

On the third day of the training program, Session 11 provided an in-depth discussion on gender justice and the impact of new criminal laws, featuring insights from distinguished speakers. Ms Chaaya Sharma began by sharing her experiences as the investigating officer in the high-profile Nirbhaya rape case. She outlined the various challenges encountered during the investigation, including the differences between public perceptions and the realities of the case. Her discussion encompassed the complexities of legal processes and highlighted the importance of a scientific approach in addressing the suffering of victims. Sharma emphasized the government's response to crimes against women and the legal framework supporting victims' rights.



Shri Abhinav Kumar focused on the essential elements of gender justice, including the need for a robust legal framework that promotes gender equality. He discussed the increasing participation of women in the formal workforce and highlighted that 66% of his batch were women, reflecting the growing role of women in various sectors. Kumar also addressed the Vishaka Guidelines issued by the Supreme Court and the introduction of new criminal laws effective from July 1. He emphasized the importance of eradicating gender biases and improving infrastructure for female employees and citizens interacting with law enforcement. Kumar concluded by addressing the disproportionate incidence of sexual offenses against women and children and the need for gender-sensitive spaces within the police system.



Ms Aditi Chaudhary spoke about the significance of applying a gender equality lens to the new criminal laws, specifically the Bharatiya Nagarik Suraksha Sanhita (BNSS), Bharatiya Sakshya Adhinyam (BSA), and their implications for gender justice. She explored how the definitions of rape and victimhood have evolved and referenced the Kiranpreet Ahluwalia case from the UK. Chaudhary also discussed the recognition of transgender individuals following the NALSA case judgment and noted the establishment of separate



categories for women and children under the BNSS. She addressed the concept of vicarious trauma, sharing an example of judges in POCSO courts who experience psychological distress due to the nature of their cases.

Ms Audrey D'Mello highlighted the stark contrast between reported and unreported rape cases, noting that only 1% of rapes are committed by strangers, while 99% involve known



individuals such as family members or acquaintances. She pointed out that many cases go unreported due to societal ignorance. D'Mello discussed the prevalence of rape within domestic settings or private spaces like hotels, rather than public areas. She also touched on the harassment faced by female police officers from male colleagues and the infrastructural challenges in handling sensitive cases. D'Mello reviewed the new legal provisions, including

Section 498A on cruelty and the newly introduced Section 69 related to deceitful practices. She concluded by emphasizing the need for clearer laws and better implementation, noting the increasing number of cases and the challenges in case disposal by police and courts.

Overall, the session provided a comprehensive examination of gender justice through the lens of new criminal laws, offering valuable perspectives from experts on improving legal frameworks, addressing gender biases, and enhancing support for victims within the justice system.



SESSION 13

Budgeting through a Gender lens and impact on female labour force participation

Dakshita Das

IRAS (Retd.) as Special Secretary to the Government of India

The session opened with a discussion on the 2024 Global Gender Gap Report, which highlights the persistent challenges in achieving gender parity worldwide. With a global projection of 134 years to achieve gender equality, the urgency of addressing gender disparities, particularly in India, where the country ranks 129 out of 146 nations, was emphasized. Despite some progress, India continues to lag in key areas like income, leadership, and labour force participation, with only 45.9% of women actively involved in the workforce.



The speaker shed light on the significant gender gaps in political representation and leadership. The 2024 elections saw only 74 female candidates winning seats, reflecting the ongoing challenges in achieving equitable political representation. While reservation policies have led to improved participation at the Panchayati Raj level, broader representation remains limited.

In the corporate sector, government policies mandating female representation on boards have led to women being recruited primarily to meet quotas, often overlooking their skills. This has resulted in a scenario where women in leadership roles are viewed through the lens of gender rather than merit.

The speaker also addressed the barriers women face in participating in the labor force, with 44.5% citing childcare and personal commitments as major obstacles. The lack of adequate childcare and eldercare support systems further exacerbates this issue. The recent budget has made strides in addressing these challenges by introducing enabling provisions for childcare to support women in the workforce.

Empowering women in the labour force requires not just entry, but also advancement, support, and a commitment to viewing all government schemes through a gender lens. This inclusive approach is essential for creating an environment where women can thrive.

The session also introduced savings schemes like the Mahila Samman Savings Certificate and Sukanya Samridhi Account, which are designed to empower women financially. These schemes provide opportunities for savings, tax benefits, and financial security, especially for women with lower incomes. The speaker underscored the broader goal of these initiatives, which aim to encourage women to work, earn, and save while addressing barriers such as mobility and economic independence through initiatives like free bus travel and Jan Dhan accounts.

In conclusion, the session emphasized the critical need for a gender-inclusive approach in budgeting and policymaking to close the gender gap and create a more equitable society.

SESSION 14

Gender Auditing of Mental Health Issues

Aravind Raj

Additional Professor, National Institute of Mental Health and Neuro Sciences (NIMHANS), Bengaluru, Karnataka

This session explores the intersection of gender and mental health, focusing on the interplay between aptitude and attitude in addressing these issues. Aptitude involves the



knowledge and skills individuals possess, while attitude reflects their perceptions and approach towards mental health challenges. Understanding this distinction is crucial for recognizing how societal attitudes shape support and recovery for those facing mental health conditions.

A key activity, the "Car and Driver" exercise, vividly illustrates the dynamics between individuals experiencing mental health issues (represented as the "car") and their caregivers (the "driver").

Participants engage in this activity with closed eyes, switching roles between being a "car" and a "driver," highlighting themes of control, trust, empathy, safety, and responsibility. Dr. Raj, who facilitates this exercise, draws a parallel between the "car" and victims of violence and the "driver" as duty holders in the grievance redressal process. He underscores the need for duty holders to not only ensure justice but also empower victims to transition from passive "cars" to active "drivers," capable of making decisions and achieving independence.

The session also incorporates a role-playing game where participants simulate various mental health conditions to deepen their understanding of the experiences of those with mental health challenges. This role-playing is designed to enhance empathy and shift attitudes, particularly regarding gendered caregiving roles.

A demonstration by the speaker highlights the disparity in the recognition and acceptance of mental health issues compared to physical ailments. The speaker emphasizes that mental health symptoms, such as changes in thought, emotion, or behavior, should be acknowledged and treated with the same seriousness as physical health conditions. They stress the importance of addressing mental health with appropriate interventions, taking into account cultural and gender factors that influence perceptions and responses.

Key points covered in the session include the significance of self-awareness in preventing mental illness, the importance of positive coping strategies for managing stress, the need for fulfilment in productivity, the impact of social contributions on mental health, and the gender differences in experiencing and expressing stress. In conclusion, the session advocates for a holistic approach to mental health, considering both mental health and illness, recognizing gender differences, and emphasizing the importance of supportive measures and community networks.

DAY 4

SESSION 16

Mainstreaming of Gender in the Development Process

Divya Rabindranath

Senior Consultant, Indian Institute for Human Settlements (IIHS), Bengaluru, Karnataka

This session on mainstreaming gender in the development process focused on gender considerations from both professional and personal perspectives. Recognizing that gender encompasses a spectrum of identities—men, women, and transgender individuals—the session aims to highlight how gender issues permeate various domains such as domestic life, the workplace, public spaces, and digital platforms. By engaging in interactive activities, participants will gain a deeper understanding of how to integrate gender mainstreaming effectively across all aspects of society, fostering inclusivity and equity.



Discussions will focus on identifying enablers and barriers to gender equality, particularly concerning workforce participation. Through real-world examples and personal insights, participants will develop a comprehensive framework to address gender challenges and promote gender-sensitive practices. This framework will guide participants in creating actionable plans for embedding gender considerations into their professional and personal environments, contributing to a more equitable development process.

The session will also address pressing issues such as inadequate maternity leave and the lack of supportive structures like on-site childcare facilities. Many women, especially those in lower-income jobs, face the challenge of returning to work shortly after childbirth due to financial pressures, impacting their productivity and overall well-being. The current support structures, such as the Maternity Benefits Act and PMMVY, are often insufficient, highlighting the need for more comprehensive policies that address the full spectrum of maternity and childcare needs.

In terms of development responsibilities, childcare and housing require a multi-faceted approach involving household, community, state, and employer contributions. This collaborative model ensures that childcare supports workforce participation effectively. Similarly, housing policies should integrate government intervention, community input, and effective administration to ensure practical implementation. The Tamil Nadu example of industrial housing, which separates male and female dormitories, underscores the need to rethink traditional models and consider family units, particularly for migrant workers. A holistic view that includes quality work, dignity, and economic mobility is essential for addressing these issues comprehensively and fostering a supportive development framework.

SESSION 17

Gender and Development – Lessons from the field (National)

Ms. Jayashree Muralidharan

IAS, Secretary, Social Welfare and Women, Tamil Nadu

The session on "Gender and Development – Lessons from Tamil Nadu" provided a detailed exploration of Tamil Nadu's effective initiatives aimed at empowering women. Jayashree



Muralidharan, Secretary of Women and Child Development, Tamil Nadu, highlighted the state's strategic efforts to enhance women's participation in economic growth and development. Tamil Nadu's journey toward gender equity has been deeply influenced by strong leadership and progressive policies, with roots in the advocacy of early leaders like Periyar, who championed women's rights.

This foundation has enabled the development of contemporary policies focused on improving education, employment, and financial independence for women. One significant initiative discussed was the Marriage Assistance Scheme, launched in 1967, which has evolved from a tool to combat child marriage into a program promoting girls' education by offering financial incentives and gold coins to encourage higher education.

The Pudhumai Penn Scheme, introduced in 2022, further reflects the state's commitment to using education as a vehicle for economic empowerment, providing direct financial assistance to girls in government-aided schools and significantly increasing female enrollment in higher education. Additional measures, such as free bus passes for women and transgenders and the establishment of working women's hostels, underscore Tamil Nadu's dedication to creating a safe and supportive environment for women pursuing education and careers.

The success of these initiatives is rooted in a combination of strong political will, social awareness, and grassroots activism. Historical examples like the midday meal scheme illustrate how public demand and political determination can drive substantial social change. Despite women currently contributing only 18% to India's GDP, Tamil Nadu's strategies reveal the vast untapped potential of women in the workforce. By focusing on education, skill development, and quality employment opportunities, the state aims to integrate women more fully into the economy, thus driving broader economic growth. The session also included personal reflections on gender roles and the challenges women face in balancing professional and personal responsibilities. The speaker's experiences resonated with many participants, emphasizing the importance of shared responsibility within households to enable women to reach their full potential. Additionally, the session highlighted the crucial role of monitoring and evaluation mechanisms in ensuring the effectiveness of government schemes and their broader impact on the economy and society.

Overall, the session underscored Tamil Nadu's holistic approach to gender and development, balancing human and capital development, and offering valuable lessons for other regions looking to enhance women's contributions to economic and social progress.



SESSION 18

Gender and Development – Lessons from the field (International)

Archana Patkar

Head, Gender Equality, UNAIDS, Geneva, Switzerland

The session on gender and development, led by Archana Patkar, was designed to provide participants with insights into integrating gender considerations into the development process from both professional and personal perspectives. Participants explored the impact of gender issues across various domains, including domestic life, the workplace, public spaces, and digital platforms. The session included interactive activities that deepened understanding and fostered effective gender mainstreaming across society. By examining the enablers and barriers to gender equality, particularly in workforce participation, participants developed actionable plans to promote gender-sensitive practices and contribute to a more equitable development framework.



The session addressed critical issues such as inadequate maternity leave and insufficient support structures for working mothers, emphasizing the need for comprehensive policies that integrate contributions from the community, state, and employers. It also highlighted the importance of recognizing diverse perspectives and developing inclusive policies that support both workforce participation and effective development strategies.

In the context of the Sustainable Development Goals (SDGs), particularly SDG 5, the session explored how gender equality intersects with health, education, and work. The discussions focused on eliminating discrimination, violence, and harmful practices against women and girls, while recognizing the value of unpaid care work and ensuring women's involvement in decision-making processes. Key points included ending discrimination and violence through proactive prevention measures, valuing unpaid care work, and amplifying women's voices in decision-making.

The session also highlighted successful programs like the DREAMS Initiative, UN Women's community-based efforts, and an economic empowerment project in Rajasthan as examples of comprehensive approaches to gender equality. These programs underscored the importance of community engagement, family involvement, and continuous learning. Additionally, the UN's Gender Equality Acceleration Plan, which mandates 15% of all budgets to address gender equality and requires dedicated gender expertise in organizations, was discussed as a key initiative aimed at fostering a more inclusive and accountable approach to gender equality across various sectors.

SESSION 19

Strategies for Advocacy and Influencing Change

Saurabh Kirpal,



Growing up in India during the early 1980s, Kirpal grappled with societal taboos surrounding sexuality. In an environment where sex education was scarce and conversations about sexuality were often fraught with stigma, Kirpal's path to self-acceptance was notably shaped by his privileged background. The support from his family and access to international education were instrumental in his journey, contrasting sharply with the challenges

faced by many others in India, especially those from less privileged backgrounds.

Kirpal's transition from personal acceptance to public advocacy began with his own struggles and expanded into a broader campaign for LGBTQIA+ rights. As a senior advocate, he played a pivotal role in challenging Section 377, which criminalized homosexuality in India. His landmark legal battle against this colonial-era law was a significant milestone in the movement toward decriminalization. Although recent setbacks, such as the Supreme Court's denial of marriage equality, have been discouraging, Kirpal's efforts have made a substantial impact on public awareness and legal discourse surrounding LGBTQIA+ rights. His work has emphasized the crucial role of visibility and sustained advocacy in reshaping societal attitudes and legal frameworks.

The Supreme Court's recent ruling on civil unions has further advanced the conversation. While the court did not recognize a constitutional right to marriage, it upheld the right of individuals to live together with equal privileges as other couples. This decision, although not granting marriage rights, affirms the right to relationships outside traditional marriage structures, offering a foundation for bureaucratic advocacy for recognizing and protecting such relationships.

From a policy perspective, the need for comprehensive anti-discrimination laws is critical. These laws should address the diverse needs of various queer communities, ensuring equal access to employment, education, and other services. Additionally, policies must facilitate legal documentation of relationships to secure benefits such as inheritance and health insurance. Such measures not only provide immediate support but also align with broader constitutional principles of equality and dignity, reinforcing the commitment to a more inclusive society.

DAY 5

SESSION 21

Developing a multi-layer Gender Responsive Governance

Divya Rabindranath

Senior Consultant, Indian Institute for Human Settlements (IIHS), Bengaluru, Karnataka

The session on developing multi-layer gender-responsive governance probed into how different sectors address gender issues, from grassroots initiatives to higher government levels. Governance structures exhibit varying degrees of progress, with notable examples like the National Health Mission (NHM), which has seen improvements through enhanced coordination and community involvement. Despite this, gender-focused initiatives such as maternal, newborn, and child health (MNCH) still face disparities when compared to climate-related challenges like heat waves. While MNCH benefits from extensive data collection and well-established systems, the response to heat waves lacks a similarly nuanced gender perspective. Heat waves, although affecting everyone, have distinct gendered impacts, such as the increased burden on women involved in water collection, highlighting the need for more tailored responses.



She discussed that migration, often driven by resource scarcity, becomes increasingly complex as climate change exacerbates weather extremes. Cities like Chennai and Bangalore experience severe flooding and droughts, respectively, complicating the lives of migrants who seek stability in urban areas. These extreme weather events further strain resources and highlight the vulnerability of migrants. Recent concerns about heat waves reflect a growing awareness of their impact on workers and agriculture. Construction employers are now seeking guidance on managing heat-related issues, indicating a shift in consciousness due to escalating climate impacts.

This includes effects on crop productivity and food security, leading to increased migration and resource strain. The escalating frequency of climate-related crises underscores the necessity for comprehensive disaster management and effective response systems at all administrative levels. In regions prone to floods and cyclones, such as Andhra, Orissa, and Bengal, preparedness measures are well-practiced and prompt, with efficient responses from district administrations. However, heat waves, which develop gradually, present a unique challenge.

Although climate scientists project a minor temperature rise of 1.5 degrees Celsius, this seemingly small change can have profound effects on agriculture, food security, and health, exacerbating issues like maternal and child health. Integrating scientific data with practical governance, accounting for gendered impacts, and ensuring effective

outreach are essential for addressing these challenges. Community-level adaptations, such as Punjab's langar system during heat waves, demonstrate local resilience, but a more coordinated approach is required to manage the broader, gendered consequences of climate change.

SESSION 22

Group Work Presentations

During the course, participants were divided into groups and assigned various sectors to analyze. This group-based approach allowed participants to delve deeply into specific areas of governance, identify critical gaps, and formulate actionable strategies to address these issues.

Each group engaged in thorough discussions, drawing upon their diverse experiences and expertise to assess the current state of their assigned sector. The participants identified key challenges, evaluated existing policies, and shared critical insights on how to improve these gaps. Their collaborative efforts culminated in a set of well-considered suggestions aimed at enhancing sector-specific governance practices.

The insights and recommendations presented by the groups were both innovative and practical, reflecting a deep understanding of the complexities involved in addressing gender disparities within their respective sectors. The participants' commitment to improving governance and their thoughtful contributions underscored the importance of collaborative problem-solving in driving meaningful change.

These group activities not only enriched the learning experience but also provided participants with valuable opportunities to apply the concepts and tools learned during the course. The suggestions made by the participants have the potential to inform future policy-making and implementation, contributing to more effective and inclusive governance practices.



SESSION 23

Problem-Solving Approaches: The What, When, and Why

Shanmuga Priya Mishra

Executive Director, National Gender and Child Centre (NGCC), Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie

Ms. Shanmuga Priya Mishra delved into effective problem-solving strategies, emphasizing the transition from brainstorming to actionable plans. She highlighted that real progress



requires incremental changes, moving beyond just generating ideas to implementing them piece by piece. The session underscored that our roles go beyond task execution; we are compensated for problem-solving and critical thinking. She discussed key elements of effective problem-solving, including intuition, field studies, best practices, and expert advice, coupled with persistence

and adaptability.

The session introduced the concept of counterfactuals to evaluate the impact of interventions and explored the Theory of Change framework, which aids in mapping clear objectives and steps for achieving desired outcomes. Ms. Mishra emphasized the importance of thorough verification, such as in a vaccination campaign, where checking age groups, vaccination history, and authorization are crucial for maintaining campaign integrity.

The discussion also addressed the consequences of failing to adhere to protocols or making incorrect assumptions. For example, issues such as ineffective policy implementation can arise from inadequate process adherence or resistance. Instead of quickly assigning blame or abandoning a program, she advised a thorough assessment of the process to identify gaps in knowledge, resources, or protocol adherence. Recognizing whether problems stem from misunderstandings, technological complexities, or discretionary levels is crucial for categorizing issues accurately and applying suitable solutions.

Overall, the session reinforced the need for a flexible, iterative approach to problem-solving, acknowledging that experimentation and adaptation are essential for discovering effective solutions.

SESSION 24

Battling Imposter Syndrome: A Gender Perspective

Katyayani S Bhatia

IRS, Deputy Commissioner, Tax Policy Research Unit, Ministry of Finance, New Delhi



In this session, Ms. Katyayani S. Bhatia, explores the pervasive challenge of imposter syndrome. The session begins with an interactive exercise designed to highlight the feelings of self-doubt and inadequacy often experienced by those who grapple with imposter syndrome. Participants engage in role reversals, simulating the dynamics between individuals experiencing mental health challenges and their caregivers, emphasizing themes of control, empathy, and responsibility.

She guides the discussion through various scenarios, questioning participants about the characteristics and background of a person facing imposter syndrome, focusing on how such experiences might be influenced by gender. The session then delves into defining imposter syndrome—an internalized sense of being a fraud despite evident competence. It is characterized by a persistent fear of being exposed as incompetent, often exacerbated by external factors like gender, which can compound feelings of inadequacy.

Key points discussed include the role of gender in experiencing and expressing imposter syndrome, the difference between self-confidence and imposter syndrome, and the impact of societal and professional environments on these feelings. The session concludes with a reflection on how understanding these dynamics can help individuals address and manage their own imposter syndrome.

Imposter syndrome can be triggered by specific situations or environments, such as interactions with colleagues or superiors. It's important to recognize that imposter syndrome isn't irreversible; it depends on our interpersonal behaviours and responses. It can affect anyone, regardless of job level or income, and is linked to self-doubt rather than external success.

Imposter syndrome isn't an inborn trait but rather a result of socialization and experiences. It often manifests in professional settings but can also affect personal lives. The key to overcoming it is recognizing the underlying beliefs and challenging them. Studies show that both men and women face imposter syndrome, influenced by societal expectations and biases.

Understanding and addressing imposter syndrome involves acknowledging these patterns and actively working to change them. It's a matter of transforming how we perceive our achievements and ourselves.

SESSION 25

Exploring Organizational Values and Effective Feedback Tools

Anjali Singh Chauhan

Chief Programme Officer, National Gender and Child Centre (NGCC), Lal Bahadur Shastri National Academy of Administration, Mussoorie

The session delivered by Anjali S Chauhan, on "Values and Feedback Model (SBI)" provided participants with a deep dive into the importance of core values and effective feedback techniques. The session utilized an interactive activity designed to enhance understanding and application of these concepts.



Participants began by engaging in a values exercise where they were presented with a list of values. Each participant was tasked with identifying and selecting a value that resonated most closely with their core principles. This exercise aimed to help individuals recognize and articulate the values that drive their actions and decisions.

Following this, She introduced the SBI (Situation-Behaviour-Impact) feedback model, which is a structured approach for delivering constructive feedback. Participants practiced this model through role-playing activities, where they applied the SBI framework to provide feedback based on real or simulated situations. The SBI model emphasizes describing the specific Situation, the observed Behaviour, and the Impact of that behavior, facilitating clear and objective communication.



The role plays allowed participants to experience firsthand how to apply the SBI model in various scenarios, enhancing their ability to deliver feedback effectively. By integrating their chosen core values into the feedback process, participants could align their communication style with their personal values, thereby fostering more authentic and impactful interactions.

Overall, the session aimed to bridge the gap between personal values and professional feedback practices, equipping participants with tools to enhance their communication and foster a more supportive and value-driven environment.

SESSION 26

Strategic Solutions for Making Workplaces Inclusive

Dakshita Das

IRAS (Retd.) as Special Secretary to the Government of India

Katyayani S Bhatia

IRS, Deputy Commissioner, Tax Policy Research Unit, Ministry of Finance, New Delhi



The session provided a rich discussion on fostering environments where respect and dignity are central to workplace culture. The panelists, sharing their personal experiences, highlighted the importance of tackling challenges related to diversity, representation, and unconscious bias. They discussed practical strategies

such as advocating for diverse hiring practices, implementing bias training programs, and creating safe spaces for dialogue.

Emphasizing the necessity of maintaining dignity, they recommended clear anti-harassment policies and regular training on workplace respect. The panel also addressed the need for accessible environments, both physically and digitally, to support employees with disabilities. Leadership commitment was underscored as crucial for driving inclusivity, with panellists advocating for measurable goals and accountability.

Employee engagement in the inclusivity process, through resource groups and mentorship, was also emphasized. Managing resistance to change and fostering continuous improvement were key themes, with the panelists stressing the importance of clear communication and iterative updates based on feedback. Overall, the session illustrated actionable steps for creating a workplace where all employees can work with dignity and respect, highlighting the importance of leadership, employee involvement, and ongoing assessment.

Valedictory Ceremony



The valedictory session of the program was a momentous occasion, marking the culmination of a significant journey and celebrating the profound impact of the course. It was a time to extend heartfelt gratitude to all those who contributed to its success. The session was graced by the Chief Guest, Shri Sriram Tarankanti, Director of LBSNAA, whose inspiring address set the tone for the ceremony. Additionally, Shanmuga Priya Mishra presented a comprehensive report on the course, detailing its journey and accomplishments.

Ms. Mishra began her report by expressing sincere appreciation to Shri Tarankanti, the Director of LBSNAA, for entrusting her with the responsibility of organizing this important course. She acknowledged the initial challenges faced, particularly in securing funding and meeting participant targets. Special thanks were extended to the Ministry of Women and Child Development and the Department of Personnel and Training for their crucial financial support, which was pivotal in ensuring the program's success. The course received an exceptional response, with registrations exceeding expectations, drawing participants from 39 ministries and offices across 13 different services, and 19 states and union territories.

Ms Mishra expressed deep gratitude to the NGCC team, particularly Anjali S. Chauhan and Sangeeta Bisht, whose unwavering support was instrumental throughout the course. She also acknowledged the significant contributions of course mentors, associate coordinators, guest speakers, and support staff, all of whom played crucial roles in the programme's success. Special recognition was given to the participants for their dedication and enthusiasm, which made the course both rigorous and rewarding.

In his valedictory address, Shri Taranikanti encouraged the participants to continue applying the insights gained during the course and to remain committed to advancing gender equality. He emphasized that this training marks the beginning of a broader journey towards a more inclusive society and urged on-going collaboration and learning as the nation strives toward a vibrant and equitable Bharat by 2047.



Shri Taranikanti also highlighted the highly commendable feedback received from both participants and speakers, many of whom praised the course and offered valuable suggestions for future iterations. He expressed his gratitude to Ms Mishra and the course team for their initiative and vision in developing this course on Gender Responsive Governance. He underscored the course's crucial role in highlighting the need for continued progress in gender governance, particularly in sectors with low female participation. Despite improvements in female labour force participation rates, significant disparities persist across various industries. Addressing these gaps requires both systemic changes and practical, sector-specific strategies.



Shri Taranikanti reminded the participants that each of them, representing diverse sectors and states, plays a crucial role in this endeavour. He encouraged them to apply the insights gained during the course to their respective areas, identify opportunities for improvement, and contribute to practical solutions. He also expressed his gratitude to the Ministry of Women and Child Development for sponsoring the course and to the Department of Personnel and Training for their support. Their participation and engagement have been invaluable.

Concluding the programme, Shri Taranikanti emphasized the importance of carrying forward the knowledge and discussions from the course, urging participants to implement actionable strategies within their spheres of influence. By doing so, they can drive meaningful change and contribute to the broader goal of gender equality. The participants echoed these sentiments, expressing their appreciation for the course team's efforts in designing a meaningful programme. They highlighted that they are departing with valuable takeaways and enriched learning experiences, prepared to make a positive impact in their respective fields.

ANNEXURES

Annexure I- Schedule of the In-Service Training Programme on Fostering Gender Responsive Governance



Fostering Gender Responsive Governance (22 nd – 26 th July, 2024) Programme Schedule			
Day 1		22nd July, 2024 (Monday)	
09:15 - 10:00	45 mins	Opening Session	NGCC Team
10:00 - 10:30	30 mins	Inaugural Session (Separate schedule will be issued)	
10:30 - 11:00	30 mins	High Tea & Group Photograph	
11:00 - 12:15	75 mins	Session 1: Unboxing Gender: Decoding Dynamics for Governance Growth	Shanmuga Priya Mishra and Anjali Singh Chauhan
12:15 - 01:30	75 mins	Session 2: Gender Responsive Governance – a multi-faceted approach & why it's important?	Santishree Dhulipudi Pandit
01:30 - 02:15	45 mins	Lunch	
02:15 - 04:15	120 mins	Session 3: Transforming Leadership for Gender Responsive Governance – Role of Duty holders	Anjal Prakash and NGCC Team
04:15 - 04:30	15 mins	Tea Break	
04:30 - 05:30	60 mins	Session 4: Briefing on Group Work	NGCC Team
Day 2		23rd July, 2024 (Tuesday)	
09:00 - 09:15	15 mins	Recap	NGCC Team
09:15 - 10:30	75 mins	Session 5: Gender Analysis - Frameworks and Tools	Anjal Prakash and NGCC Team
10:30 - 10:45	15 mins	Tea Break	
10:45 - 12:00	75 mins	Session 6: Designing Gender Responsive Interventions – Collecting and Analyzing Gender Disaggregated Data	Anjal Prakash and NGCC Team
12:00 - 01:15	75 mins	Session 7: Gender Inclusive Communication for Effective Governance	Nandita Roy and NGCC Team
01:15 - 02:00	45 mins	Lunch	
02:00 – 02:45	45 mins	Session 8: Understanding Personal Finances	Shanmuga Priya Mishra
02:45 - 04:00	75 mins	Session 9: Narrowing Gender Gap in Negotiation	Nandita Roy and NGCC Team
04:00 - 04:30	30 mins	Tea Break & Group Photograph with BIRAC Team	
04:30 - 05:30	60 mins	Session 10: Gender Situational Analysis: A Panel Discussion	Dr. Manisha Shridhar, Dr. Shirshendu Mukherjee, Shanmuga Priya Mishra and Anjali Singh Chauhan



Day 3		24 th July, 2024 (Wednesday)	
09:15 - 09:30	15 mins	Recap	NGCC Team
09:30 - 11:00	90 mins	Session 11: Interaction with Speakers- 'Gender Lens on Justice: Unpacking New Criminal Laws'	1. Abhinav Kumar 2. Chaaya Sharma 3. Aditi Choudhary 4. Audrey D'Mello
11:00 - 11:15	15 mins	Tea Break	
11:15 - 01:15	120 mins	Session 12: Interaction with Speakers - 'Collaborative Pathways: Multi-Sectoral Strategies for Success for Impact'	1. Abhinav Kumar 2. Chaaya Sharma 3. Aditi Choudhary 4. Audrey D'Mello
01:15 - 02:00	45 mins	Lunch	
02:00 - 03:15	75 mins	Session 13: Budgeting through a Gender lens and impact on female labour force participation	Dakshita Das
03:15 - 04:30	75 mins	Session 14: Gender Auditing of Mental Health Issues	Aravind Raj
04:30 - 04:45	15 mins	Tea Break	
04:45 - 05:30	45 mins	Sessions 15: Group Work Preparation	NGCC Team
Day 4		25 th July, 2024 (Thursday)	
09:15 - 09:30	15 mins	Recap	NGCC Team
09:30 - 10:45	75 mins	Session 16: Mainstreaming of Gender in the Development Process	Divya Ravindranath
10:45 - 11:00	15 mins	Tea Break	
11:00 - 12:30	90 mins	Session 17: Gender and Development – Lessons from the field (National)	Jayashree Muralidharan
12:30 - 01:30	60 mins	Session 18: Gender and Development – Lessons from the field (International)	Archana Patkar
01:30 - 02:15	45 mins	Lunch	
02:15 - 03:30	75 mins	Session 19: Strategies for Advocacy and Influencing Change	Saurabh Kirpal
03:30 - 04:00	30 mins	Session 20: Group Work Presentations	Panelist – Dakshita Das, Archana Patkar, Shanmuga Priya Mishra, Anjali Singh Chauhan
04:00 - 04:15	15 mins	Tea Break	
04:15 - 05:30	75 mins	Session 20 (contd): Group Work Presentations	

Day 5		26 th July, 2024 (Friday)	
09:15 - 09:30	15 mins	Recap	NGCC Team
09:30 - 10:45	75 mins	Session 21: Developing a multi-layer Gender Responsive Governance – From Grassroots to Government	Divya Ravindranath
10:45 - 11:00	15 mins	Tea Break	
11:00 – 12:00	60 mins	Session 22: Problem Solving Approaches: The What, When and Why	Shanmuga Priya Mishra
12:00 - 01:00	60 mins	Session 23: Battling Imposter Syndrome: A Gender Perspective	Katyayani S Bhatia and NGCC Team
01:00 – 01:45	45 mins	Session 24: Exploring Organisational Values and Effective Feedback Tools	Shanmuga Priya Mishra and Anjali Singh Chauhan
01:45 - 02:30	45 mins	Lunch	
02:30 – 03:30	60 mins	Session 25: Strategic Solutions for 'Making Workplaces Inclusive'	Dakshita Das, Katyayani S Bhatia and NGCC Team
03:30 - 04:00	30 mins	Session 26: Presentations on Action Planning Commitments	Course Team
04:00 – 04:15	15 mins	Programme Feedback	NGCC Team
04:15 – 04:45	30 mins	Valedictory and Prize Distribution followed by High Tea (Separate schedule will be issued)	

Annexure II- List of participants attending the In-Service Training Programme on Fostering Gender Responsive Governance

In-Service Training Programme on Fostering Gender Responsive Governance (22nd - 29th July, 2024) List of Participants							
Sl. No.	Name & Designation	Gender	Cadre	Service	Batch	State	Contact
1	Dr. Nimish Rustag, (IS, 2001) Additional Director General, IMC Indian Institute of Mass Communication, Anura Asaf Ali Marg, New Delhi-110067	Male	New Delhi	IIS	2001	New Delhi	Mob. No.98734 02904 Email- isimc1965@gmail.com
2	Ms. Navneet Kaur (IS, 2008) Director (Training), IMC Indian Institute of Mass Communication, Anura Asaf Ali Marg, New Delhi-110067	Female	New Delhi	IIS	2008	New Delhi	Mob. No.81309 80346 Email- adgimc1965@gmail.com
3	Mr. Rishi Garg, Deputy Secretary, Cottage and Rural Industries Dept. Vallabh Bhawan Bhopal	Male	Madhya Pradesh	IAS	2013	Madhya Pradesh	Mob. No.9873342992 Email-rishigarg85@gmail.com
4	Dr. Akshaya Kumar Panigrahi (IS 2007) Director, Industrial Statistics Wing, DPD, NSSD - 1-Council House Street, Kolkata-700001	Male	West Bengal	ISS	2007	West Bengal	Mob. No.9681017955 Email- a.panigrahi@nic.in
5	Mr. Mohan Agrawal, Dy. General Manager, National Academy of Defence Production, Nagpur	Male	Maharashtra	IOFS	2011	Maharashtra	Mob. No.8249557225/ 8763825736 Email mohanagrwal@indd.gov.in
6	Mr. Satyjn Lama, Professor, Arun Jaitley National Institute of Financial Management	Male	Haryana	IES	2004	Haryana	Mob. No. - 8250192449 Email- lamasatyan@nifm.ac.in
7	Dr. Jaya Bhatia, Associate Professor (SG), Arun Jaitley National Institute of Financial Management	Female	Haryana	IES		Haryana	Mob. No- 9871966339 Email- jaya@nifm.ac.in
8	Mr. Anshul Agnewal, IAS (2016), District Magistrate,Collectorate, Buxar Bihar-602101	Male	Bihar	IAS	2016	Bihar	Ph. No -0618 322236 Mob. No. - 9473191238 Email- dm-buxar.bh@nic.in
9	Dr.E.A. Resmi, Scientist, E NCESS Trivandrum	Female	Kerala	Scientist	NA	Kerala	Ph. No - (0471 2511641 Email- resmi.es@necess.gov.in Mob. no - 9995824612
10	Dr. K.G. Sandhya Scientist E ,INCOIS , Hyderabad	Female	Telangana	Scientist	NA	Telangana	Mob. No-8019596800 Email-sandhyakg@incois.gov.in
11	Dr. Santha K.Sivadas, Scientist-E National Centre for Coastal Research, Ministry of Earth Sciences NIOT Campus, Pallikarai-600100 Chennai-Tamil Nadu, INDIA.	Female	Tamil Nadu	Scientist	NA	Tamil Nadu	Ph. No. - 044 66787811 Email-santha@ncr.gov.in Mob. No. - 7299054028
12	Dr. Lalitraj C M Scientist F & Head (Antarctic Cryospheric Studies) National Centre for Polar & Ocean Research (NCPOR), Ministry of Earth Sciences (Govt. of India), Headland Sada, Vasco-da-Gama, Goa-403804.	Male	Goa	Scientist	NA	Goa	Mob. No. - 9423889311 /7020962241 Email- lalucm@ncpor.res.in
13	Ms. Sherni Philip Joint Director Department of Social Welfare and Women Empowerment, 15/47, Balaji Street, Sadaijpet, Chennai - 15.	Female	Tamil Nadu	SCS	1996	Tamil Nadu	Mob. No.-9443043409 Email- sherni.2211@gmail.com
14	Ms. V.R Jayalakshmi, Joint Director (NMP), Commissionerate of Social Welfare, Chennai 600092	Female	Tamil Nadu	SCS		Tamil Nadu	Mob. No. - 944222909 Email- drw.nmp@gmail.com
15	Ms. Jyotsna Ekka, Director (Trg-II), Department of Telecommunications	Female	Uttar Pradesh	ITS	1998	Uttar Pradesh	Mob. No. - 9981901688 Email- dr.jg2-rb@gov.in
16	Ms. Shalini Pandey, Director (PM Swanidhi), Ministry of Housing and Urban Affairs, Nirman Bhawan, New Delhi	Female	New Delhi	IDES	2004	New Delhi	Ph. No. - 011- 23062798 Mob. no. - 9416299661 Email- shalini.pandey78@gov.in
17	Ms. Ambr Jain (ICAS-2011), Controller of Accounts, Ministry of PP&P Room No. 349, 3rd Floor, Lok Nayak Bhawan, Khan Market, New Delhi- 110003	Female	New Delhi	ICAS	2011	New Delhi	Mob. No. - 9024287270 Email- ambrjain.icas@gov.in
18	Vikas Singh, ICAS (2018) , Deputy Controller of Accounts, Ministry of Consumer Affairs, Food and Public Distribution	Male	New Delhi	ICAS	2018	New Delhi	Mob. No. - 7290678667 Email- vikas.singh20@gov.in
19	Mr. Vinod Kumar Chaurasia, Senior Commandant, National Industrial Security Academy (NISA), Central Industrial Security Force , Hyderabad	Male	Telangana	CISF	1997	Telangana	Mob. No. - 9868140105 Email- chaurasia39@yahoo.co.in
20	Ms. Anju Kumari, Deputy Secretary,Bihar State Women Commission, Bihar C Cum Establishment in -Charge, Women & Child Development Corporation, Bihar	Female	Bihar	SCS	2000	Bihar	Mob. No. - 9431493488 Email- Support.wdc@gmail.com/ anju3656@gmail.com
21	Mr. K.K. Sidha (JKAS , 2001), Special Secretary to the Govt. Finance Department, Govt. of Jammu and Kashmir	Male	Jammu & Kashmir	SCS	2001	Jammu & Kashmir	Mob. No. - 9419151189 /6006090009 Email- kuteepsidha@yahoo.com
22	Ms. Shaahi Shyam Ukay, Joint Director, Women and Child Development Govt of Madhya Pradesh, Jabalpur	Female	Madhya Pradesh	SCS	1993	Madhya Pradesh	Mob. No. - 9963082532 Email- jdwcdag@mp.gov.in
23	Ms. Usha Singh Solanki, Joint Director, Women and Child Development Govt of Madhya Pradesh, Rewa	Female	Madhya Pradesh	SCS	1993	Madhya Pradesh	Mob. No. - 9425184993 Email- jdwcdaw@mp.gov.in

24	Ms. Seema Gupta, General Manager, Yatra India Ltd. Headquarter Amravati Road, 8th Mile Ordnance Factory Ambahari Nagpur	Female	Maharashtra	IOFS	2002	Maharashtra	Mob. no - 959063851 Email- gseemadm@gmail.com
25	Mr. Sahil Goyal, Additional Controller, Defence Accounts Department CGDA, House No 1 Sector 10 Panchkula	Male	Haryana	IDAS	2011	Haryana	Mob. No - 956925252 Email-sahlgoyal. dad@hub.nic.in
26	Ms. Hansimranpreet Kaur, IAS Chief Executive Officer (CEO) District Panchayat Agar-Mataa	Female	Madhya Pradesh	IAS	2011	Madhya Pradesh	Email- ceo2paga@mp.gov.in/ hansimranpreet.kaur@nic.in Ph. No - 07362-260015 Mob. No.- 8194954394
27	Pooja P Palcha, Joint Director DE Southern Command, Dte DE SC, Kondhwa Pune-40	Female	Maharashtra	IDES	2013	Maharashtra	Email- poojapalcha@gmail.com Mob. No. - 6378718126
28	Mr. Daman Singh, Defence Estates Officer, Ambala	Male	Punjab	IDES	2013		Mob. No. - 9654042233 Email- daman.badesha@gmail.com
29	Ms. Reema Naglot, Dy. Controller of Defence Accounts PCDA-Bangalore	Female	Karnataka	IDAS	2015		Mob No- 9736009933 Email- reemanaglot.dad@hub.nic.in Mob. No. -
30	Mr Abhishek Tripathi, Assistant Director (Administration) Chhatrisgarh Academy of Administration, Nimora, Raipur	Male	Chhattisgarh	SCS			Mob. No. - 9479024632 Email- abhishekt1507@gmail.com
31	Mr. Akhlesh Kumar Sharma, Joint Director Doordarshan News, Ministry of Information & Broadcasting, New Delhi	Male	New Delhi	CSS	2012		Mob. no.-99902 40279 Email- akhleshin@gmail.com
32	Ms.Haritha V. Kumar, IAS Director Women and Child Development Poojapura Thiruvananthapuram, Kerala	Female	Kerala	IAS	2013		Mob No- 8078071070
33	Ms. Bindu Gopinath, Additional Director, Women and Child Development Poojapura Thiruvananthapuram, Kerala	Female	Kerala	SCS			Mob No- 9447762463
34	Ms. Manta Meenakshes, Deputy Secretary, Old secretariate Finance Department, patna Bihar pin 800015	Female	Bihar	SCS			Mob. No. - 062040 33079 Email- manta.meenakshes72@gov.in
35	Ms. Rashmi Lodha, Assistant Director, Women Empowerment Department Jhalana, Jaipur, Rajasthan	Female	Rajasthan	SCS		Rajasthan	Mob. No. - 9460939500 Email- riodha.we@rajasthan.gov.in
36	Ms. Anika Rajpurohit, Assistant Director, Sirohi, Women Empowerment Department Opposite post office, Sirohi, Rajasthan	Female	Rajasthan	SCS		Rajasthan	Mob. No. - 9269947967 Email- sirohi.we@rajasthan.gov.in ,
37	Dr. Preety Lekha Deka, Deputy Secretary to the Govt. of Assam, Women and Child Development	Female	Assam	SCS	2013	Assam	Mob. No. - 8676490263 Email No. - plekha.deka@assam.gov.in
38	Ms. Nayana Borah, Deputy Director to the Govt. of Assam, Cultural Affairs Department and Secretary, Jyoti Chitran	Female	Assam	SCS	2013	Assam	Mob. No. - 9864418310 Email- nayan.borah@assam.gov.in
39	Ms. Harvinder Kour, Mission Director (ICPS) Social Welfare , 60 DC Gandhi Nagar Jammu	Female	Jammu & Kashmir	SCS	1999	Jammu & Kashmir	Mob. no.-9419106500 Email- harvinderkourkas@gmail.com
40	Mr. Mohammad Akbar Wani, IAS Director, Social Welfare , Kashmir	Male	Jammu & Kashmir	IAS	2013	Jammu & Kashmir	Mob. No. - 9419036054 Email- akbarwani.kas@jk.gov.in
41	Mr. Shaahi Prakash Singh, IAS Director , Primary Education , MDI Building , Project Bhawan , Dhurwa Ranchs	Male	Jharkhand	IAS	2017	Jharkhand	Mob. No. - 8800971892 Email- spsingh8353@gmail.com
42	Ms. Bhavana, Scientist-D RMC New Delhi,	Female	New Delhi	Scientist			Mob no- 9112187827 Email- bhavana.88@ind.gov.in
43	Dr. (Ms.) Alanka Srivani, Scientist-D RMC Chennai, IMD	Female	Telangana	Scientist		Telangana	Mob no- 8983358758 Email- anaravani.a@imd.gov.in
44	Ms Ami Patel (GAS), Director, Gender Resource Centre Block No 8/11th Floor Udyog Bhawan Gandhinagar, Gujarat	Female	Gujarat	SCS	2012	Gujarat	Mob. No. - 9099050870 Email- gro@gujarat.gov.in
45	Mr. Nitish Kumar Singh, IAS Director Pensions, Finance Department, Ranchi	Male	Jharkhand	IAS	2017	Jharkhand	Mob No- 8789611205 Email- singhnitish508@gmail.com
46	Ms. M Nanditha, Joint Director Social Welfare Department Govt of Tamil Nad	Female	Tamil Nadu	SCS	1999	Tamil Nadu	Mob. no. - 893647517 Email- mnanditha72@gmail.com
47	Dr. R Anbu, Deputy Director (Nutrition), Directorate of Integrated Child Development Services, Thanamani, Chennai-113	Female	Tamil Nadu	SCS		Tamil Nadu	Mob. No. - 9443219190 Email- icdssp@gmail.com
48	Mr Anand Sagar Sharma, Joint Secretary Department of Social Security Women and Child development, House no 529, 1st floor, sector 16D, Chandigarh	Male	Punjab	SCS	2012	Punjab	Mob. No. - 9814348303 Email-sharma. anandsagar@gmail.com

Annexure III- Participant Profile of the In-Service Training Programme on Fostering Gender Responsive Governance

