

ANNUAL REPORT

January-December 2025





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From the Founder's Desk



Dear Friend of Pacta,

Another year in the books. 2025 has been a year of building conviction for the work we do, resonance with those we work and patience to wait for the path to emerge, despite our passion and impatience.

As I look back, I feel fulfilled by the richness of opportunities that came our way. I have gratitude for the choices that we could make and pride for the outcomes of those opportunities and choices. I am deeply appreciative of team Pacta that has rallied us through the year's ups and downs.

Pacta has offered legal services for eight years now. This year, I encountered a basic question - why does Pacta work in legal for social impact? I have always viewed our role beyond simple service provisioning. But something clearer has emerged:

Social welfare laws exist to set minimum standards, correct responses when harm has occurred, check concentrated power. But the same law lands very differently on a large, well-resourced, legally staffed institution and a small, but well-intentioned, resource-constrained non-profit. For smaller under-resourced institutions, compliance adds disproportionate cost, becomes punitive rather than enabling and drains energy away from mission. Compliance has become a proxy for credibility and is demanded by funders, governments, corporates, which are more powerful actors. Compliance has now become a weapon or gatekeeping device. Even though regulation is meant to restore balance, it reproduces imbalance.

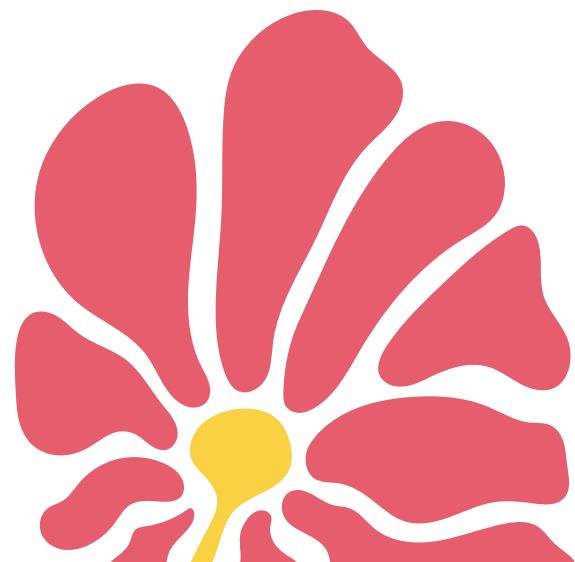
And this is where I see Pacta's role:

- **As Translator**, making law legible, and helping small actors understand what actually matters
- **As Buffer** absorbing some of the compliance burden on behalf of those that are making the world better
- **As Changemaker** at the policy & regulatory level, and with funders to see risk, power asymmetry, intent, and social value contextually

With this clarity and gratitude, a calmness and slowness also arrived. I figured that our work demands depth, patience and creativity, and those cannot be forced, they emerge from time and repetition, and this is what I expect the upcoming year to hold for us.

On that note, I wish you, dear reader, a year filled with good pauses, great art and immense joy!

Nivedita Krishna
Founder,
Pacta



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About Pacta

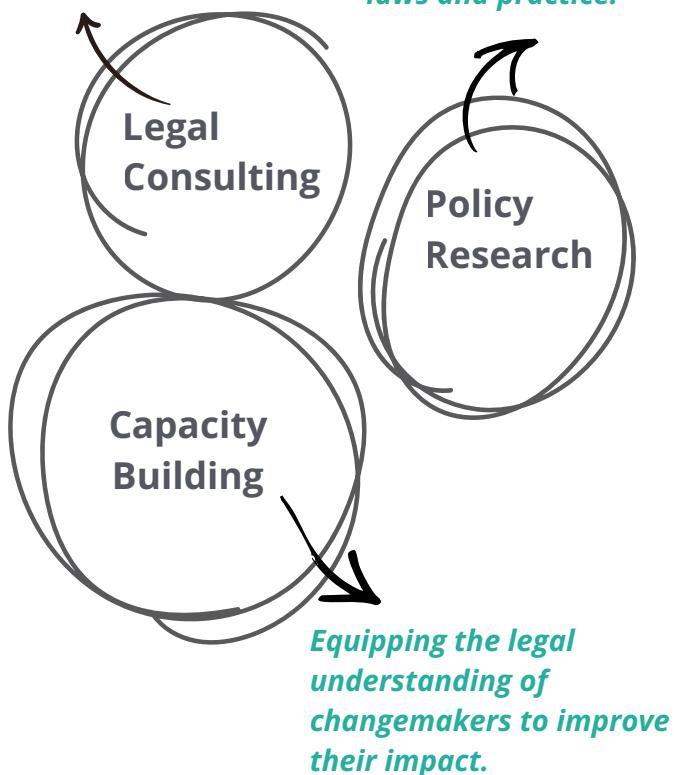
Who We Are

Pacta is a Bengaluru-based law firm and think tank working to reduce inequities by closing the gap between the intent and implementation of laws and policies.

Pacta's work is organised across three core areas:

Strengthening non-profits' operations, strategies, and programmes.

Developing practical, localised, and interdisciplinary evidence to address gaps between laws and practice.



Our Vision

To build a social impact ecosystem where law, governance, and technology enable justice rather than entrench power - allowing purpose-driven institutions to thrive without being burdened or excluded

Our Mission

To make legal regulation legible, reduce disproportionate compliance burdens, and strengthen the institutional capacity of organisations advancing public good.

We do this by:

- Translating complex laws into actionable understanding
- Advising non-profits, funders, and networks on responsible governance and risk
- Producing research and public knowledge that informs policy and practice
- Using creative and participatory methods to democratise access to legal and data systems

Pacta's Core Values

- **Equity in Practice**

We recognise that law, regulation, and compliance do not land evenly. Pacta works to ensure that rules correct power imbalances rather than reproduce them—especially for under-resourced institutions and communities.

- **Legibility as Justice**

Understanding is a form of power. We believe that making law, data, and governance legible is essential to justice, agency, and meaningful participation in public systems.

- **Intent with Reinforcements**

Good intentions matter—but they must be reinforced with sound structures. Pacta helps translate social purpose into legally and ethically responsible institutional practice.

- **Power-Aware Rigor**

We treat law, data, and technology as tools shaped by power, not neutral instruments. Our work combines analytical rigor with a clear-eyed view of who benefits, who bears risk, and who decides.

- **Depth, Patience, and Care**

Durable change requires time. We value slowness, repetition, and care—for institutions, people, and ideas—believing that thoughtful work sustains social purpose over the long term.



2025 at a Glance



i. Pacta's response to the landmark legislative developments in **Data Privacy, FCRA and Labour Laws**

- ✿ Published open and free-to-use resources (20 legal updates and five primers)
- ✿ Undertaken several commissioned consultancies
- ✿ Strengthen the finance compliance vertical at Pacta by bringing in a chartered accountant, company secretary and cost accountant
- ✿ Offer a wider range of advisory and compliance services for social impact enterprises



ii. Pacta's work on **blended finance** for creating social impact for non-profit organisations

- ✿ Worked on blended finance across four distinct areas: **Low Income Housing, CSR & Sports, AI adoption in Indian non-profits and Disability programmes of non-profits**
- ✿ Published **six strategic reports, seven op-eds and four primers and a playbook**
- ✿ Gathered insights from **25+ individual and institutional funders**
- ✿ Honed the skill of studying emerging models of blended philanthropy, interrogating funder motivations and the meaning of responsibly funding “good projects” without distorting purpose or agency
- ✿ Our founder further engaged with the subject from an academic and network lens through a **CSF course titled Integrating Philanthropy and Impact** offered in partnership with **Stanford University**



Continue our enquiry into [funding the good](#) project through our research in philanthropy, sport, disability and technology



Build capacities of new-age and rising Indian philanthropists to navigate legal landmines and advocate for policy change



Participate more actively in advancing the blended finance discourse, particularly from the vantage of advising small and medium civil society organisations advancing societal change



iii. Pacta's engagements to advise on good [governance practices](#)



Our engagement [with the Rainfed Livestock Network](#):

- Designed and facilitated a half-day workshop on evolving a suitable governance mechanism considering their voluntary and value-based fidelities



Our partnership [with the Tech Mahindra Foundation's initiative, The Ability Network](#), a curated collective of disability services providers in India:

- We wrote a strategic paper on the challenges presented in creating and running of the network
- We supported the development of a theory of change, an outcomes framework and a risk mitigation plan



Looking forward to working with clients to create comprehensive strategic plans for social impact, encompassing a [theory of change](#), [M&E frameworks](#), and [good governance of hybrid entities](#), in addition to our current [risk mitigation offerings](#)



iv. Pacta's disability law and policy research practice with a data lens

- ✿ Our seminal work on access to justice for persons with disabilities **secured a remarkable foreword by the former Chief Justice of India, Dr. Justice D.Y. Chandrachud**
- ✿ Our essay **featured in the India Justice Report 2025**
- ✿ Our "**Access to Justice for Persons with Disabilities**" report and the launch event of it **received coverage in at least 15 newspapers and periodicals**
- ➡ We will continue our work in the disability sector, actively seeking funding support and strengthening our ability to pursue independent disability research
- 💬 **Pacta's position:** We are scoping out directions but remain convinced of maintaining a data-driven and creative take on access to justice for persons with disabilities
- ✿ Our work in **disability data** matured as our hands-on expertise in studying **Unique Disability ID (UDID) access** was **commissioned by Youth4Jobs** to baseline UDID access for their beneficiaries across seven districts in Maharashtra.
- ✿ **Pacta added nine reports** to its rich and growing body of resources across education, budgets, **access to public spaces**, and the **legal capacity of persons with disabilities** examined through a legal and data lens
- ➡ Pacta is **exploring a key partnership** with a large Indian OPD **to launch a research fellowship programme** for small- to mid-sized non-profits working in the disability sector, allowing them to use research to inform their programme, fundraising and advocacy strategies



v. Pacta's advisory on legal and ethical risks in AI, data, and digitisation



Pacta's work in legal and ethical risk mitigation in AI adoption for non-profits complements the legal advisory across DPDP compliance, digitisation, and free and open-source approaches



Pacta advised ten clients on strengthening their institutional and programmatic compliance with the DPDP Act



Pacta's observation for action: There is a compliance-level conformity to the DPDP, but deeper implications and the spirit of the law—such as meaningful data rights literacy and data-power negotiation—remain less addressed in the Indian civil society discourse



Pacta's observation for action: Patterns of AI adoption across the spectrum and between the extremes of AI hype and AI fear



Pacta's observation for action: Data architecture changes with purpose - is it possible to build data pipelines that serve several users at once?



Pacta's position: While we are not tech or software experts, we feel strongly about fostering data and technology sovereignty through indigenous investments and funding



vi. Pacta's creative practice using data and stories as tools for collective sense-making and dialogue



Pacta discovered 'data walks' as a potent and inviting methodology of immersing with data (through [GivingTuesday](#))

- Pacta pioneered multiple data walks by offering data viewings of our work in **disability budgets, CSR & Sports, and access to education for children with disabilities**



Art also emerged as a strong directional thread

- We experienced an outpouring of appreciation for **Kimaya's Home, our commissioned graphic story (authored by Roeqin)** on the legal capacity of persons with disabilities

- The data walks facilitated multi-stakeholder sense-making and surfaced potential consequences of implementation gaps and action roadmaps
- We [hosted a workshop on World Disability Day](#) featuring a read-aloud of Kimaya's Home, followed by a zine-making session that invited participants to reflect on autonomy in decision-making in their own lives and for persons with disabilities



Continue to use the technique of data walks in our upcoming works



Zines and digital art are emerging as powerful modes of expression and communication for our research work

Highlights from Legal Practice

Pacta's legal practice supports non-profits, social enterprises, and hybrid entities with end-to-end legal advisory, combining sector expertise with practical guidance to navigate regulatory requirements, mitigate risks, and implement robust governance frameworks.

Our work spans:

- Institutional Set Up & Governance
- Compliance - Legal | FCRA | Tax
- Tech - Contracts | IP | Data Privacy
- Employment & Labour Law
- Risk strategy and governance structures
- Education & Learning
- Grant Documentation
- Dispute Resolution

This year, Pacta strengthened its role as a trusted legal and risk advisor, delivering workshops, consultations, and capacity-building sessions, while open-access primers and resources helped democratise legal knowledge.

i) Blended Finance for Low Income Housing

Pacta worked in collaboration with Community Design Agency (CDA) to create a framework for the government, philanthropists, companies, developers, social impact investors and the community itself to work together to build and sustain affordable housing. **The framework looked at how funding would be generated and housed, who would be responsible at each step of the construction process and how the community could continue living there and sustain themselves.**

ii) Strengthening DPDP Compliance

Pacta worked closely with several partners such as M.S. Swaminathan Research Foundation, British Asian Trust, Arghyam, among others to set up structures to ensure meaningful compliance with the Digital Personal Data Protection (DPDP) Act and rules framed thereunder. Pacta also released primers and held capacity building sessions available to the public to democratise knowledge about data privacy and help non-profits stay compliant.

iii) Closed-door Consultation

Pacta was invited to a closed-door consultation session by the Karnataka Health Promotion Trust to discuss the implications of the FCRA Rules amendment passed in May 2025, including its potential impact on non-profit publications and associated compliance obligations.

iv) Governance of Collectives

Pacta was invited to lead a session for the various partners of the Rainfed Livestock Network to help the partners understand and gain experience in organising a governance framework for a collaborative NGO network. This was a step forward in building networks that can work together while growing in a structured fashion.

v) Institutional Set-up & Advisory

Pacta enhanced its capacity as a risk advisor by supporting non-profits in setting up their organisations. Pacta helped existing non-profit organisations set up for-profit entities to allow them to earn revenue through products they generate, and also put governance structures in place for these hybrid models. Pacta also assisted non-profits such as Boito and Climate Educators Network in setting up Trusts.

vi) Pro Bono Legal Advisory

During the year, Pacta strengthened its role as a trusted pro bono legal and risk advisor to the non-profit sector, supporting organisations at different stages of their journey—from helping early-stage organisations set up appropriate legal structures to advising established organisations on governance, compliance, and risk management.

vii) Documentation & Strategy

As part of its commitment to improving legal literacy and compliance within the non-profit ecosystem, Pacta helped several non-profits in developing policies and template documentation to ease operations. This included creating an FCRA utilisation policy for Ashoka Trust for Research in Ecology and Environment, and template documentation for the Circle, Aikyam and MSSRF.

viii) Open-source Resources

Pacta also published other open-source resources this year, including a primer on the Maternity Benefit Act, an annual Compliance Calendar, and a series on the new Labour Codes.

These primers aim to explain the law in simple terms and outline compliance requirements for non-profit organisations.



- **Primer: Primer for Non-profit Organisations on the Maternity Benefit Act (Published in April, 2025)**

A primer to guide NPOs in understanding and complying with the Maternity Benefit Act, 1961.



- **Compliance Calendar:2025-2026 (Published in May, 2025)**

Comprehensive compliance calendar for non-profit organisations for various statutory filings for the financial year 2025-2026.



- **Primer: Digital Personal Data Protection Act 2025: A Primer for Non-profits (Published in August, 2025)**

A primer guiding NPO leaders to prepare for compliance with India's Digital Personal Data Protection Act, 2025

Highlights from Research Practice

Pacta's research work, anchored through the Chitta initiative, is grounded in rigorous, data-driven analysis. Research outputs include reports, primers and data analyses informed by social science methods and empirical evidence.

The Core theme areas include:

- Disability and Inclusion
- Data and Technology
- Gender and Sexuality
- Philanthropy

Other Research Services

- Monitoring and Evaluation
- Impact Measurement

This year, Chitta placed greater emphasis on stakeholder engagement. Data walks, introduced as part of the research methodology, brought together actors from across the non-profit sector and supported informed, cross-sector dialogue through consultations.

i) AI Adoption In India's Social Sector



- **Virtual Data Walk on how Indian Organisations are navigating AI Readiness (Jan 29, 2025)**

A Virtual Data Walk hosted by GivingTuesday examined how Indian organisations are navigating AI readiness, with Pacta contributing qualitative insights from research on AI deployment in the social sector



- **Report on AI Adoption in Indian Social Sector Programs: Early Insights, Emerging Stakeholders and Future Directions (Published in May, 2025)**

The report explores the motivations, models, risks, and practical realities of AI deployment in non-profit programmes



- **Convening on Dissecting Equity in AI Adoption For Social Impact (May 29, 2025, Bengaluru)**

Anchored in insights from AI Adoption in Indian Social Sector Programmes: Early Insights, Emerging Stakeholders and Future Directions, the convening explored the motivations, models, risks, and practical realities of using AI in non profit programmes in India.



- **Funder's Playbook : For Supporting AI Adoption by Non-profits in India Published in September, 2025)**

The playbook equips funders to enable mission-driven, context-sensitive, and responsible AI adoption. It outlines key risks, opportunities, and actionable approaches funders can take to strengthen non-profits' capacity for AI-led innovation.

- **Shaping the Future of Fundraising with AI (September 15, 2025, Online)**

Participated in the Fundraising.AI Global Summit, engaging in discussions on how AI is emerging within the Indian philanthropic ecosystem. The conversation highlighted the importance of context, culture, and values in shaping AI adoption for fundraising in the Global South, alongside GivingTuesday and Aapti Institute.

- **Agami Convening on AI for Paralegal Work at the Aapti Institute (September 20, 2025, Bengaluru)**

Participated in a convening that brought together paralegals, ODR platforms, technologists, and changemakers to explore possibilities at the intersection of justice and technology and discuss how AI can better serve people and communities.



- **Session at Columbia University's School of International and Public Affairs (October 2025, Columbia)**

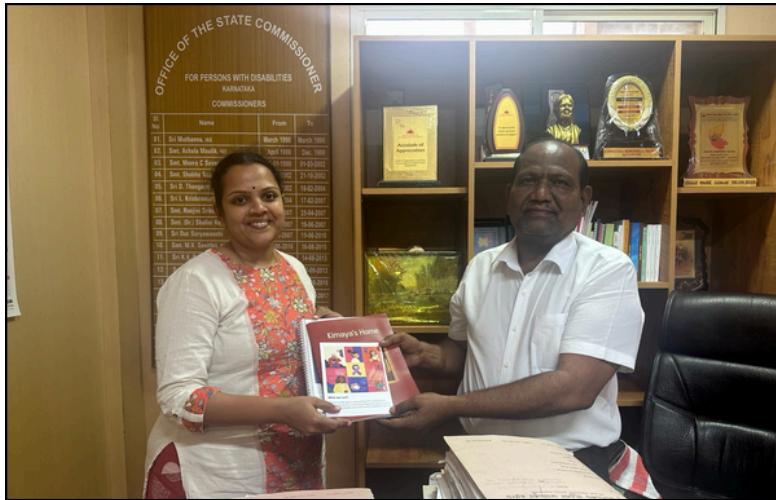
Delivered a guest lecture at Columbia University's School of International and Public Affairs, drawing on findings from the study AI Adoption in India's Social Sector.

ii) Access to Justice for Persons with Disabilities



- **'Data Disabled' Featured in the 2025 India Justice Report (Published in April, 2025)**

Pacta's essay Data Disabled was featured in the 2025 edition of the India Justice Report. It highlights gaps in disaggregated data on persons with disabilities across the justice system, underscoring the urgent need for data-driven inclusion.



- **Visit to the Office of the State Commissioner for Persons with Disabilities (June 26, 2025, Bengaluru)**

Had a brief conversation with Das Suryavanshi, State Commissioner for Persons with Disabilities, Karnataka, on key findings and recommendations from the study on Access to Justice: A Data-informed Report.

- **Convening on Access to Justice for Persons with Disabilities in India (July 4, 2025, Bengaluru)**



Launched Access to Justice for Persons with Disabilities in India: A Data-informed Report, examining systemic gaps in disability inclusion across the Police, Judiciary, Legal Aid, and Prisons, with a Foreword by former Chief Justice of India, Dr. Justice D.Y. Chandrachud.



- **Panel Discussion at NLSIU (November 25, 2025, Bengaluru)**

Facilitated a panel discussion at NLSIU, anchored in insights from Access to Justice for Persons with Disabilities: A Data-informed Report.



- **Research Report: Data Insights on Decisions of India's Chief Commissioner for Persons with Disabilities (Published in September, 2025)**

A quantitative analysis of orders passed by India's Chief Commissioner for Persons with Disabilities in 2024.



- **Rerouting Access: Disability and the Future of Transport Platforms (November 14, 2025, Hyderabad)**

Convened a fishbowl discussion, in collaboration with Nayi Disha at the Citizen Digital Summit featuring persons with disabilities to share their experiences using cab-hailing services.

iii) UDID Coverage

- **Research Report: UDID Coverage in 5 States in India**



A study landscaping the state of challenges pertaining to UDID in Telangana, Maharashtra, Uttar Pradesh, Madhya Pradesh and Karnataka



- **Panel Discussion on Census 2027 and Disability Considerations (October 9, 2025, Goa)**

Participated in a panel discussion as part of the Purple Fest Think Tank, focusing on disability considerations in Census 2027 and strengthening data systems to better reflect the experiences of persons with disabilities.



- **Research Report: UDID Survey Data: Analysis Report**

Provided research support to Youth4Jobs for a survey on the UDID system across nine districts of Maharashtra, including development of the survey tool and analysis of findings.

iv) Strengthening Disability Data in India



- **Research Report: Disability Budgets in India (Published in August, 2025)**

A study tracking federal allocations and spending patterns for disability budgets in India from 2021 to 2026.



- **Manotsava (October 9, 2025, Bengaluru)**

A panel discussion on the systemic barriers faced at the intersection of disability and mental health, and the reforms needed to strengthen inclusion.

- **Pre-Budget Consultation on Disability Provisions: Union Budget 2026-27 (December 19, 2025, Online)**

Hosted a closed focus group discussion, in collaboration with Politics and Disability Forum to shape budgetary recommendation for the disability sector

- **Rajesh Agarwal x Mission Samavesh (August 29, 2025, Bengaluru)**

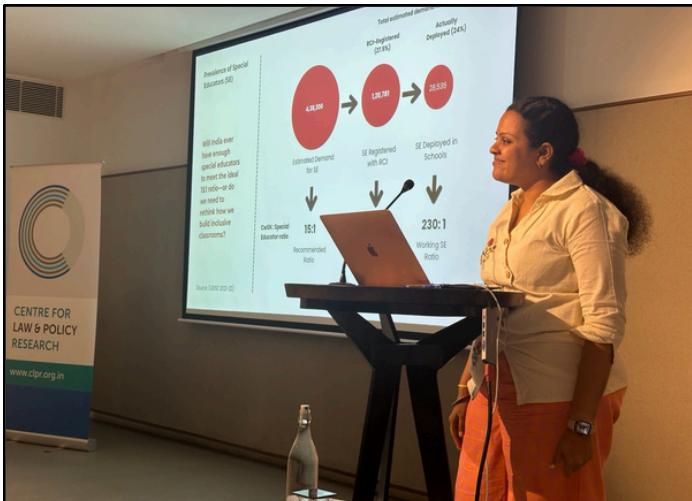
Meeting with Rajesh Agarwal, CCPD, advocating for strengthening disability-specific budgeting and sharing best practices across states.

v) Access to Education for Children with Disabilities



- **Roundtable Discussion on Access to Inclusive Education (June 20, 2025, Mumbai)**

Participated in a roundtable discussion hosted by Sol's ARC, bringing together leaders from education, disability, CSR, research, and philanthropy.



- **Know Your Rights and Entitlements – Legal Rights of Persons with Disabilities (August 28, 2025, Bengaluru)**

Presented a data walk hosted by CLPR on access to education for children with disabilities, highlighting implementation gaps in the RPwD Act and the Right to Education framework.

- **Capacity Building for School Leaders: Child-Safe and Inclusive Schools (December 10, 2025, Bengaluru)**

Facilitated an inaugural course on capacity building for school leaders, hosted by Azim Premji University. The sessions focused on child-safe and inclusive schools, highlighting legal and policy mandates and mapping them against practices and experiences.

vi) Autonomy for Persons with Disabilities

- **Rise CP Leadership Development Programme (February 19, 2025, Online)**

Facilitated a session on legal guardianship as part of EnEnable India's CPRise Leadership Development Program, which supports individuals with cerebral palsy in developing leadership skills, implementing community-focused projects, and building networks with peers and allies.



- **Autonomy in Practice: Rethinking Decision-Making for Persons with Intellectual Disabilities (December 3, 2025, Bengaluru)**

Hosted a workshop on Autonomy in Practice, focusing on legal frameworks and participatory methods to examine how autonomy is enacted in the daily lives of persons with intellectual disabilities.

vii) The Ability Network



- **Research Report: Towards a Unified, Scalable Ecosystem for the Disability Sector (Published in November, 2025)**

Pacta partnered with Tech Mahindra Foundation as the research partner for The Ability Network (TAN), a pioneering initiative aimed at bridging gaps in services, information, and support for persons with disabilities and their caregivers in India.

viii) CSR & Sports



- **Research Report: CSR and Sports in India-The First Decade (Published in July, 2025)**

The report contours trends and patterns in CSR funding for sports in India from 2014 to 2023, integrating quantitative analysis with insights from data walks and semi structured interviews with key stakeholders across select states.

Highlights from Capacity Building Practice

Pacta empowers non-profits, social enterprises, and social sector professionals through targeted training, workshops, and knowledge-sharing initiatives. This year, our capacity-building efforts focused on strengthening organisations and sector stakeholders with practical tools to navigate legal and regulatory frameworks, enhance governance and risk management, and implement emerging policies such as the DPDP Rules and FCRA amendments.

i) Learning Spaces



Learning Spaces is Pacta's flagship legal and compliance workshops tailored to the social sector. By equipping non-profits with the tools and knowledge to address legal challenges, Pacta empowers organisations to operate effectively and maximise their impact on the communities they serve.

July 26, 2025, Webinar

Pacta held an online session to help non-profits manage their fixed assets. This session provided information on applicable laws with respect to investments and holding assets and how returns from such assets may be used.

August 21 & 22, 2025, Bengaluru

Pacta hosted a two-day legal compliance workshop at the Bangalore International Centre (BIC) for finance, admin, and legal professionals in the social sector, covering FCRA, GST, and labour compliance, with interactive toolkits, checklists, and a Compliance Tracker Sheet.

November 22, 2025, Webinar

Pacta hosted a webinar on FC-4 filing, guiding participants through the process of completing annual returns. The session covered reporting utilisation, carrying forward administrative expenses, and accounting for interest earned, where applicable.

ii) Foreign Contribution (Regulation) Act (FCRA) Compliance

- **India Partner Network (November 27, 2025, Webinar)**

Pacta, in collaboration with India Partner Network (IPN) hosted a session introducing key compliance requirements of the Foreign Contribution (Regulation) Act (FCRA) for non-profits, focusing on how to correctly receive, utilise, report, and account for foreign funds, with special attention to administrative expense caps, annual filings, and rules on publishing and dissemination of research or communication materials.

iii) Digital Personal Data Protection (DPDP) Regulations

- **My Data My Rules, January 26, 2025, Online**

Pacta, in collaboration with Civis, facilitated a session on the draft DPDP Rules 2025 at the Citizen Digital Foundation Youth Dialogue Forum, explaining key provisions and their potential impact on citizens' rights.

- **Balancing Privacy and Agency, February 10, 2025, New Delhi**

Panel discussion organised by Quantum Hub on the DPDP's impact on children and persons with disabilities.

- **Impact of Digital Data Protection (DPDP) Rules on the Social Sector, February 13, 2025, Online**

Pacta facilitated a DPDP consultation hosted by RNP, guiding non-profit partners on obligations under the Draft Rules, addressing sector-specific queries, and encouraging participation in the Ministry's feedback process.

- **Shakti Sprints: Moving Ideas for Justice, December 5&6, 2025, Jaipur**

Pacta facilitated a session on the Digital Personal Data Protection Act in collaboration with Outlawd at Agami.

- **Pacta's Comments to MEITY**

Pacta submitted comments to the Ministry of Electronics and Information Technology (MEITY) on the Draft DPDP Rules, highlighting challenges for smaller non-profits and suggesting amendments to ease compliance while ensuring accessibility for persons with disabilities.

iv) Project Governance and Risk Mitigation

- **ICSI**

Conducted a capacity-building session in collaboration with the Institute of Company Secretaries of India (ICSI) focused on strengthening project governance and risk mitigation strategies for organisations in the social sector. The session aimed to equip participants with a practical understanding of how to design and implement governance frameworks that support effective project execution while minimising legal, financial, and operational risks.

Pacta in the Press

Published OpEds, Blogs & Articles

How the new digital data protection rules infantilise people with disabilities,
Scroll, January 17, 2025

How India's Data Protection Law Infantilises Persons with Disabilities,
Medianama, February 11, 2025

Why are PwDs worried about DPDP rules? | Explained,
The Hindu, February 28, 2025

Data Collection and Utilisation in India's Educational Ecosystem
LSE, July 28, 2025

Corporate social responsibility in Indian sport: Moving from margins to mainstream
sportanddev, July 1, 2025

Press Coverage

New report highlights systemic exclusion of persons with disabilities in India's policing system

New Indian Express, July 6, 2025

Report highlights critical data gap on persons with disabilities in Indian justice system

The Hindu, July 4, 2025

Data gaps throttle disability inclusion in India's justice system, say experts

The Times of India, July 4, 2025

Lack of critical data on persons with disabilities make judicial reform difficult Report

The Week, July 7, 2025

Over ten publications, including The Hindu, New Indian Express, The Week, PTI and YourStory, covered the event.

Persons with disabilities in India face widespread exclusion from healthcare, education and employment: Report

The Hindu, November 10, 2025

Self-Learning & Team Strengthening

At Pacta, learning is embedded in our day to day work. One of the ways we hold space for this is through our Weekly Reflections. Held on Wednesdays, these are informal sessions where the team comes together to discuss a quote, a legal or policy issue, or a question that has emerged from our work. The sessions are led by different members of the team, with topics varying from week to week. Some sessions focus closely on ongoing projects, while others open up broader discussions around law, justice, ethics, or practice. What matters most is the opportunity for the team to pause, listen, and reflect together.

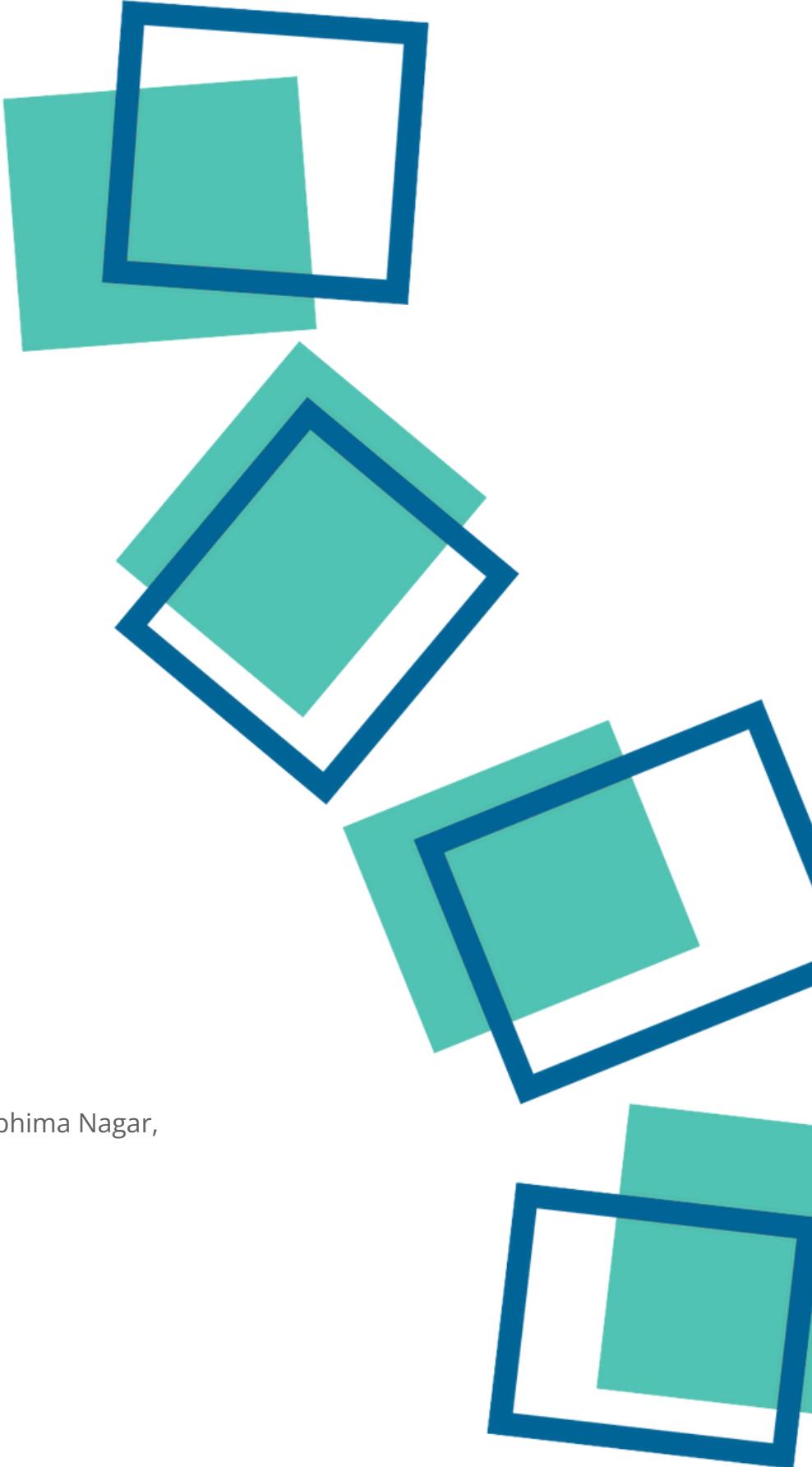
While much of Pacta's work focuses on advocacy and capacity building with external stakeholders, these sessions ensure that we are practising the same commitment within the organisation. They help strengthen shared understanding, encourage critical engagement, and build a sense of collective ownership over our work.

Building on this emphasis on internal learning, Pacta conducted a capacity building programme during the year, led by Gomathy Balasubramanian, Research Lead at Pacta, with participation from across the team. The programme was designed to strengthen our collective ability to undertake rigorous qualitative research. It drew on the teachings of Sri Aurobindo, particularly around attention, awareness, and ethical engagement, and explored how these ideas can be navigated while conducting research. Alongside this, the sessions engaged with other authors and research approaches, prompting deeper reflection on research design, positionality, and responsibility.

These conversations helped deepen how the team approaches research, reinforcing a shared commitment to thoughtful, ethical, and reflective practice across Pacta's work.

This has strengthened the link between research, law, and policy within the organisation, supporting more grounded analysis and more considered engagement with the systems and communities Pacta works with.





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