



ANNUAL REPORT 2019

# CONNECTING INSIGHT TO ACTION

## LETTER FROM BOARD LEADERSHIP AND PRESIDENT

Gender inequity lies at the root of every major problem the world faces. And so gender must inform every solution, from creating sustainable business practices, to expanding opportunities for youth, to addressing the ever-changing health challenges globally. But too often, the proof about why the world shrinks for some and expands for others solely on the basis of gender is unknown or misunderstood.

ICRW meets these problems with evidence. We conduct pioneering research that has illuminated global understanding of issues like child marriage, men and masculinities, women's entrepreneurship and violence against children — enabling the development of solutions so that women, girls and their communities can thrive.

This year was no different. Our work in youth development continued to expand, with our decade-long Gender Equity in Movement in Schools (GEMS) program reaching 2.5 million students in South and Southeast Asia. Our 5-year YouthPower Learning collaborative amassed over 160 program resources and provided countless learning opportunities for youth worldwide.

Our strength through partnerships shone in the culmination of eight years of work with the STRIVE Research Consortium, drawing on ICRW's long history of work on HIV and stigma. We dug into research on online gender-based violence to better understand the intersections and compounding impact of online and offline violence, and we laid the groundwork to advocate for feminist foreign policy on the world stage.

ICRW's research, programs, advocacy and advisory services are only possible with the support of partners who share our vision for a more equitable world. Thank you for helping us do what we do best. ICRW brings proof to power, and that makes all the difference in the world.



**SARAH DEGNAN KAMBOU**

President



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**PATIENCE MARIME-BALL**

Vice Chair

# PROGRAM INVESTMENT

## WITH OVER A DECADE OF IMPACT, OUR GENDER EQUITY MOVEMENT IN SCHOOLS (GEMS) PROGRAM GOES TO SCALE

Since 2008, ICRW has been testing and replicating GEMS, an intervention that promotes gender equality among girls and boys, takes a closer look at social norms that define men's and women's roles and counters gender-based violence. The program integrates classroom lessons with school-based campaigns and community outreach. It has proven to increase gender-equitable attitudes and decrease students' tolerance for violent behavior. With over one in three women globally experiencing intimate partner violence or sexual violence by a non-partner at some point in their lives, these attitude shifts are essential.



**More than 1 in 3 women throughout the world will experience physical and/or sexual violence by a partner or sexual violence by a non-partner.**

Focusing on 12- to 14-year-olds, the GEMS curriculum includes 24 classroom sessions on gender, violence and bodily changes, relationships, emotions, communication and conflict resolution that are implemented over the course of two years. The program is working to redefine masculinity and the way that children think about their roles in society. The program was piloted in 45 public schools throughout Mumbai. It has since been implemented across five states in India and has expanded to Bangladesh, the Philippines and Vietnam.

Since that pilot in 2008, GEMS has reached 2.5 million students in 25,000 schools, and 26,000 teachers have been trained in the successful implementation of the program.

In November 2019, the Government of Rajasthan signed a Memorandum of Understanding (MoU) with ICRW to become the first state in India to implement an offshoot of the program, GEMS for Boys, across the entire public school system. GEMS for Boys is expected to reach about 20,000 boys across 400 schools, as well as 15,000 girls through workshops and campaign activities that afford them the time and space to question unequal gender norms and practices. Around 55 master trainers and 800 teachers across districts will be trained to sustain and lead the school-based activities.

And 2020 looks to be another year of growth and adaptation, with high expectations for the program taking root in Washington, D.C. With the success of the program across Asia and an eye for contextual differences in the United States, we anticipate an exciting year.

### STRENGTH THROUGH PARTNERSHIP: EIGHT YEARS RESEARCHING HIV

In April, we hosted an event at The National Press Club in Washington, D.C. to mark the culmination of eight years of work on addressing the structural drivers of HIV. As part of the STRIVE Consortium,<sup>1</sup> ICRW, the London School of Hygiene & Tropical Medicine and partners took an in-depth look at evidence from a range of program approaches, as well as implications for future programs, policy, funding and research globally. Funded by the Department for International Development (DFID), our consortium covered the themes of alcohol, gender inequality, social norms, transactional sex, violence and stigma.

Focusing on these themes and progress towards the Sustainable Development Goals, STRIVE looked for programs that were successful, the affordability of taking them to scale and how to influence policy and practice by transferring Knowledge into Action (KiA). Eight years of collaboration resulted in a rich reserve of resources and recommendations that can guide the progress made by policymakers, researchers and communities in addressing the impact of HIV worldwide.



<sup>1</sup> Led from the LSHTM, STRIVE is a collaboration between six partners: the International Center for Research on Women (ICRW Asia and ICRW U.S.), the Karnataka Health Promotion Trust (Bangalore, India), Tanzania's National Institute for Medical Research and the Mwanza Intervention Trials Unit (Mwanza, Tanzania) and the Witwatersrand Reproductive Health and HIV Institute (Johannesburg, South Africa).

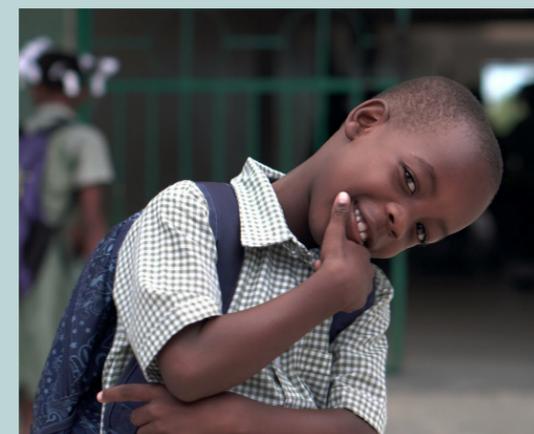


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### YOUTH EMPOWERMENT: BREAKING DOWN BARRIERS & EXPANDING OPPORTUNITIES

From quality education and workforce readiness to safe spaces and youth-centered online engagement, a holistic approach to youth development is crucial to achieving a compounding positive impact on communities and the global economy.

As we neared completion of the USAID-funded YouthPower Learning project led by Making Cents International, ICRW focused on distilling lessons for the wider positive youth development (PYD) community from the more than 160 program resources and more than 150 webinars and events created since the project's inception in 2015. In addition, four communities of practice were created to facilitate youth interaction, resource sharing and capacity building opportunities.



As a key partner for the project, ICRW tackled girls' empowerment and employability through an evaluation study of programs in Delhi, India. In addition, we conducted further research into the compounding benefits of ending child marriage for girls, meaningful and sustainable family planning, positive mental health and economic and sexual reproductive health initiatives.

2019 was a year not just to focus on creating models for the development community, but also to lay the groundwork for successful youth development interventions from within the private sector.

As a research and strategy partner for UNILEVER brands, our ICRW Advisors team worked with UNILEVER's Sunsilk to produce a report on supporting young women entitled Opening Up Possibilities for Girls. The guidance focuses on countering social norms that hold girls back and engaging positive role models to impact the trajectory of girls' lives.

In five of the brand's key markets, the team also helped kick-off Sunsilk's social mission with Girl Rising, an impact-driven global organization promoting girls' education and aspirations through powerful stories and films. The team has also supported Sunsilk and Girl Rising to develop a monitoring system with meaningful targets, and they are on track to evaluate the "Explore More" program in 2021.

From left to right: ©ICRW; Zach Vessels/Unsplash; Muhammad Haikal Sjukri/Unsplash

# EXPANDING OPPORTUNITIES THROUGH RESEARCH

According to the World Bank, small and medium-sized enterprises (SMEs) contribute approximately **51.5 percent** of Gross Domestic Product (GDP) in **high income countries** but only **15.6 percent** in **low income countries**.



In almost every country, women spend more time than their male partners on domestic tasks, performing an average of **75 percent** of that work.



The imperative to generate income propels many men and women into entrepreneurship in the developing world, where opportunities in the formal labor market are limited and where working for oneself is often the only viable livelihood option. However, women face greater obstacles to starting and sustaining their own businesses. In addition, women in almost every country spend more time than their male partners on domestic tasks, performing an average of 75 percent of that work.

ICRW spent a good part of 2019 digging deeper into the challenges women face in entrepreneurship, turning a magnifier onto social protection, transportation, communication and corruption. Expanding business support initiatives like these enable women entrepreneurs to overcome obstacles to childcare, obtain proper identification documents, access social protection and health care and formalize their businesses and their workers' employment status. Women can take their low productivity and undervalued work and transform it into lucrative, thriving businesses.

**RECOGNIZED BY THE SEEP NETWORK AS MEMBER OF THE YEAR**

In October, The Small Enterprise, Education and Promotion (SEEP) Network named ICRW the 2019 Member of the Year. Our team contributed thought pieces on the role of social protection for women entrepreneurs and shifting social norms for greater economic empowerment. For the annual conference, we led discussions on gender and financial inclusion, as well as the unintended consequences of women’s economic empowerment.

For our work over the course of the year, we were given the honor, specifically for our role in advancing gender equality and fighting poverty.

**PUTTING RESEARCH TO WORK FOR ADVOCACY**

U.N. Secretary-General António Guterres received his second report card this year, following his initial promise to the feminist community to advance feminist transformation at the United Nations. Guterres increased public messaging on women’s rights and gender equality, was on track or ahead of schedule to achieve gender parity in U.N. leadership and rolled out a number of efforts to address sexual harassment and gender-based violence — although internal backlash and bureaucracy threaten progress in a number of areas. The Feminist UN Campaign recognized his efforts with a grade of B-, up from C+ at the end of his first year.

With Sweden, Canada and France serving as inspiration, we worked with a broad-based coalition to craft a working definition of feminist foreign policy. The coalition created discussion drafts to delve into climate change, accountability mechanisms and U.S.-based feminist foreign policy. Partners in these efforts have included Women’s Environment and Development Organization (WEDO), the Center for Health and Gender Equity (CHANGE), the Rockefeller Foundation, Women of Color Advancing Peace and Security (WCAPS), CARE, Oxfam America, New America, the Council on Foreign Relations and the Center for Global Development, among others.

**PUTTING RESEARCH TO WORK FOR GLOBAL HEALTH**

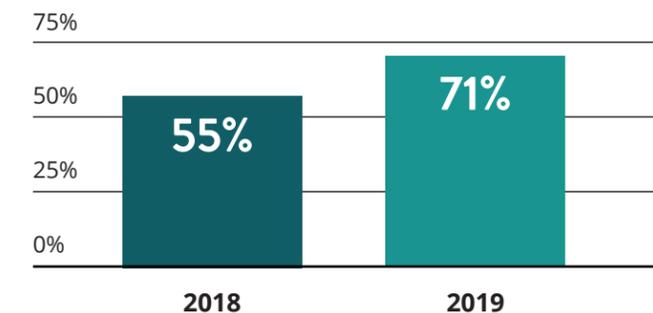
Global Health 50/50 (GH5050) published its second annual report on gender-related policies and practices across 200 organizations — covering 10 sectors spanning 33 countries across seven regions and employing 4.5 million people. This independent initiative was set in motion to “advance action and accountability for gender equality in global health.”<sup>2</sup> Over the course of the year, ICRW Asia’s Dr. Ravi Verma served as an advisor for the global evidence-gathering and assessment initiative.<sup>3</sup>

The 200 health and health policy-focused organizations were assessed across a range of indicators, including workplace policies, gender parity in senior management and governing bodies, gender-responsiveness of global health programs, parental leave, pay equity, harassment policy and performance.

GH5050’s reports provide rich insights into the status of gender mainstreaming across health and policy organizations, set in place accountability measures and promote a tipping of the equity scales.

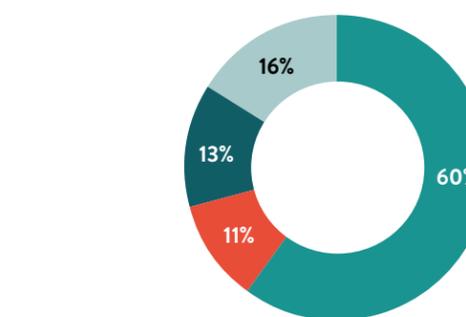
© ICRW (left); Jason Leung/Unsplash (middle); Nesa by Makers/Unsplash (right)

**Organizational commitment to gender equality is on the rise:**

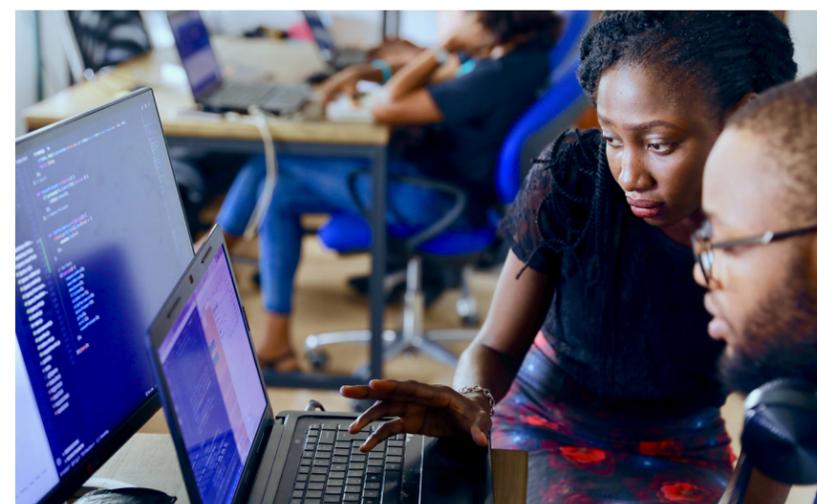


**7 OUT OF 10** organizations publicly state their commitment to gender equality for all people.

**Organizational commitment to gender equality:**



- Organizations committed to gender equality for the benefit of all people
- Organizations committed to gender equality to primarily benefit women and girls
- Organizations that work on women’s and girls’ well-being but state no commitment to gender equality
- Organizations that make no reference to gender or women and girls



<sup>2</sup> Source: <https://globalhealth5050.org/about-us/>.  
<sup>3</sup> Source: <https://globalhealth5050.org/wp-content/uploads/2019/05/English.pdf>.



Credit: Remy Gieling/Unsplash

## CONTINUED GROWTH IN AFRICA

Under the leadership of Director Dr. Cleopatra Mugenyi, ICRW Africa has expanded its capacity and developed new relationships across the region. Working with Promundo-US, ICRW Africa and ICRW US spearheaded a research project on the intersections of intimate partner violence (IPV) and violence against children (VAC).

Funded by the Oak Foundation, we took a closer look at these issues through the eyes of the service providers themselves. Through our discussions and in-depth research, we pinpointed three opportunities to leverage the interconnectedness of IPV and VAC to improve service delivery and prevent future violence in Kampala. The opportunities for disrupting these cyclical patterns of violence included: (1) addressing harmful gender and social norms; (2) increasing awareness and social censure of sexual IPV and physical VAC; and (3) improving linkages between services for survivors.

In 2019, ICRW Africa also launched the first ever research in Kenya on women in manufacturing. Partnering with the Kenya Association of Manufacturers, we took on the challenge of developing strategies to ensure women are afforded and take on more industry roles, which also benefits the country's economic growth. We launched this groundbreaking work at an event in Nairobi.

“The work we are doing in Africa is more important than ever in addressing deep-rooted systemic inequities. We are working to address the power imbalances in the home that contribute to intimate partner violence and violence against children. And we have embarked on the first ever research on Kenyan women in manufacturing – from factory floor to leadership roles. The work that lies ahead will not be easy, but we are ready for the challenge.”

– Dr. Cleopatra Mugenyi, Director, ICRW Africa



Dr. Cleopatra Mugenyi,  
Director, ICRW Africa



UNITED NATIONS — When António Guterres was selected as the 9th Secretary-General, he promised that the organization would move more forcefully to honor its ideal of gender equality.

“I do not let us in the U.N. off the hook,” Mr. Guterres, a Portuguese diplomat and longtime United Nations diplomat, said in a speech that he acknowledged was a male-dominated world operating within the far-flung reaches of a patriarchal United Nations system. “Keep our feet on the fire.”

The [International Center for Research on Women](#), a Washington, D.C.-based rights and advocacy group that advises the United Nations, has been seeking to do just that. It devised recommendations for ensuring what progress Mr. Guterres has made in shoring up the feminist United Nations system.

**U.N. Leader's Grade From Feminist Group: B-Minus**

In 2017, his first year as Secretary-General, Guterres issued the secretary general's second-year graduation report.



especially susceptible, and events such as child marriage or unplanned pregnancy occurring during this age can have catastrophic implications for their future.

It has been estimated that India loses USD 56 billion a year in potential earnings because of adolescent pregnancy, higher secondary school dropout rates, and joblessness among young women.

**Barriers adolescent girls face, and the consequences of trying to overcome them**

When a girl enters adolescence, she encounters a host of barriers that threaten a safe and stable transition into adulthood. By the time she reaches secondary school age, she is often viewed as a burden, or an asset for work, childbearing, or sex. Her household may not perceive the value of investing in her development, and she may be required to discontinue her education or not pursue livelihood opportunities so that she can get married.

“India loses USD 56 billion a year in potential earnings because of adolescent pregnancy, higher dropout rates, and joblessness among young women.”

Such ‘punishment’ may range from being ridiculed or stigmatized, to being forced into marriage, or even life-threatening violence.

**Backlash: The consequences of defying gender norms**

Such adverse consequences can be severe, and they help preserve gender inequity within a patriarchal society.



The United Nations is attempting to advocate for gender equality from the inside out. It's an approach stitched together with statements and staged panels, orchestrated through dialogues. The first overture of this effort came at the end of January, when UN General Assembly president Aisha Ghannouchy and UN Secretary-General António Guterres convened the first meeting of a new group of “gender equality leaders” at the UN headquarters in New York for an all-night discussion.

The panel was a somewhat eclectic mash of politically significant figures: the vice president of Panama, Isabel Santalucía; Saint Malo de Alvarado; the current first lady and former Minister of Planning of Angola, Ana Dias Lourenço; the

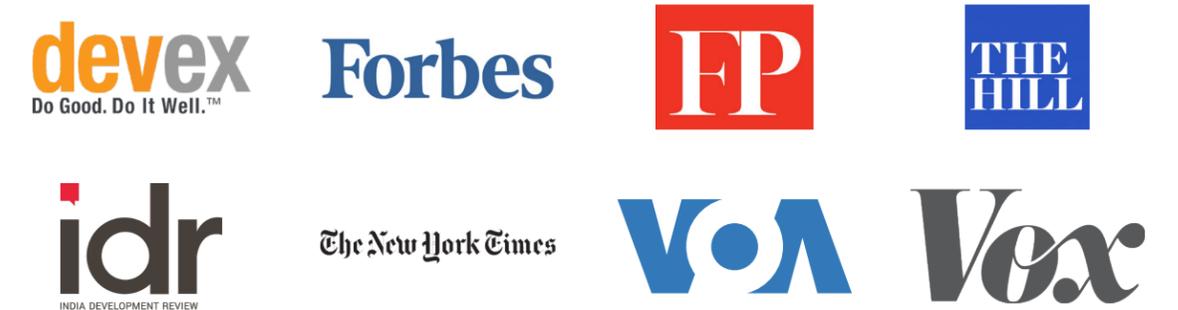
**All Talks And No Action: The UN Struggles To Lead By Example On Gender Equality**

UN Foundation's executive director, Jeffrey Sachs, and the Naked Ladies, a group of activists. The group also includes officials from New Zealand, Qatar, and more.



**MEDIA & COMMUNICATIONS**

In 2019, ICRW saw steady growth in traditional media, reaching audiences in The New York Times, Forbes, Thomas Reuters, Foreign Policy, apolitical, Cosmopolitan, India Development Review, Voice of America, Hindustan Times, The Hill, Ms. Magazine, Vox and Devex. Topics covered ranged from women's economic empowerment to the global gag rule to the “feminist” United Nations.



Our followers on Twitter and Facebook continue to grow, with nearly 2,000 more followers on both for the U.S. office, as well as over 400 new followers on both ICRW Asia's Twitter and Facebook profiles and over 100 new followers on a nascent ICRW Advisors Twitter handle. Meanwhile, we have experienced a surge on LinkedIn this year, with over 4,500 new followers. With this rapid growth, it is clear that we are engaging an enthusiastic audience on this platform. We continue to use YouTube to share our livestreamed events and project highlights more broadly. In 2020, we expect continued growth on YouTube and look to reinstate Instagram.

**United States:**



**Asia:**



Image sources from left to right: Voice of America; The New York Times; The New York Times, Beбето Matthews/Associated Press; Foreign Policy; Brendan Smialowski/AFP/Getty Images; India Development Review; India Development Review, photo courtesy of Charlotte Anderson; Forbes; Forbes, Associated Press

## EVENTS

In June, over 8,000 researchers and academics, policy influencers, activists, journalists, corporate and nonprofit leaders, social entrepreneurs, artists, youth and world leaders from 169 countries gathered in Vancouver, Canada for the 2019 Women Deliver conference.

ICRW led or played a leading role in nine sessions and actively engaged in every aspect of the four-day conference. Our staff focused on topics that included new models for global development, men and boys unlearning violence, shifting power for gender equitable development, using research to transform gender relations, advancing women's economic empowerment, the G7 as an accelerator for gender equality and women's rights as human rights. We emerged from the conference with new partnership opportunities, rich insights from our breakout sessions and inspiration for the work that lies ahead.

For our Insights to Action series, we kicked off the year with a panel discussion on gender-smart investing. Joined by guest speakers from the AlphaMundi Foundation and the Criterion Institute, the ICRW Advisors team spearheaded an in-depth discussion on how to make investing gender-smart — taking sector and context into account, setting realistic targets and raising awareness of the return on investment.

We celebrated the winners of our Mariam K. Chamberlain Dissertation Award (Ashleigh LoVette) and Paula Kantor Award (Dr. Jocelyn Kelly) by hosting Insights to Action events on their research on "Resilience, Gender & Health: Examining connections in the context of sustained HIV risk" and "Layered Vulnerability: Measuring & Addressing Human Trafficking and Other Abuses in DRC [Democratic Republic of the Congo]," respectively.

In May, we co-hosted a day-long symposium with the Akilah Institute, the Brookings Institution, the International Labour Organization, the United Nations Girls' Education Initiative and UNICEF. The symposium, "Education, Skills & Employment: Changing the Status Quo for Women & Girls," set out to achieve three outcomes:

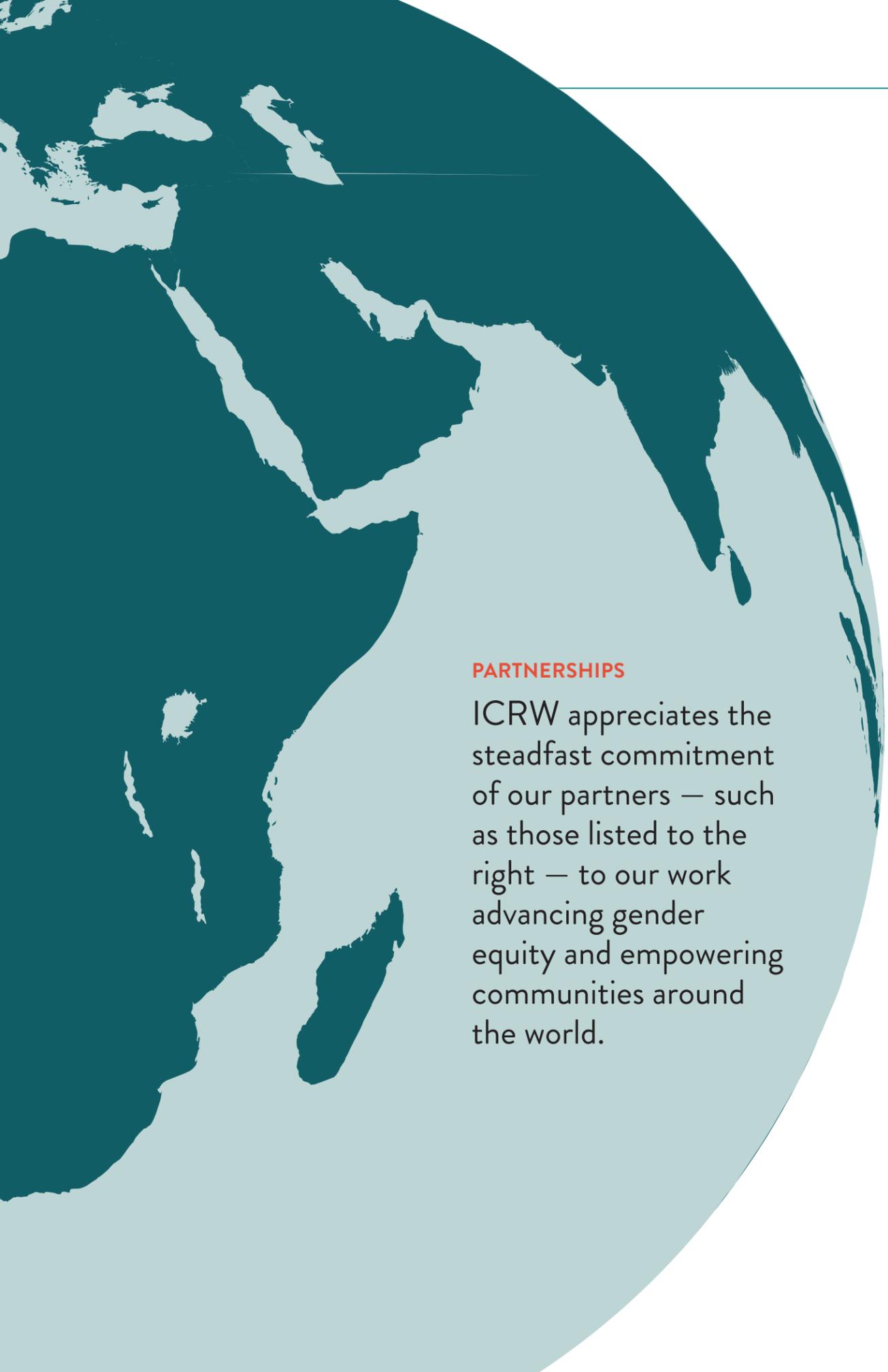
- Identify opportunities to improve the quality of education to better prepare women and girls with the skills for the workforce of today and tomorrow;
- Advance efforts to bridge demand and supply sides of workforce development and education initiatives to produce better outcomes for women, their families and communities; and

- Highlight potential solutions around scaling school-to-work and transition initiatives, inclusive of lessons learned in the girls' education and youth workforce readiness spaces.

With experts from business, education, workforce development and research specializations, we came away from the day with new approaches, strategic partnerships and more of a shared vision for effective school-to-work transition.

And in December, as part of 16 Days of Activism Against Gender-based Violence (GBV), we teamed up with ARTICLE 19 for an Insights to Action event, "Breaking Down Silos: Cross-sector Approaches to Combatting Online Gender-based Violence." The day-long event brought together changemakers from across a range of sectors, and we hosted breakout groups that focused on research, tech, funding, implementation and policymaking. At the end of the day, we came back together to share key insights, discuss multi-stakeholder engagement and a course of action for disrupting online GBV and amplifying the voices of those otherwise silenced by cyberbullying.





**PARTNERSHIPS**

ICRW appreciates the steadfast commitment of our partners — such as those listed to the right — to our work advancing gender equity and empowering communities around the world.



# LEADERSHIP



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KAMBOU**  
President & CEO



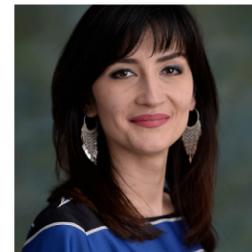
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Director, ICRW Asia



**CLEOPATRA MUGENYI**  
Director, ICRW Africa



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### ICRW FINANCIAL SUMMARY 2019

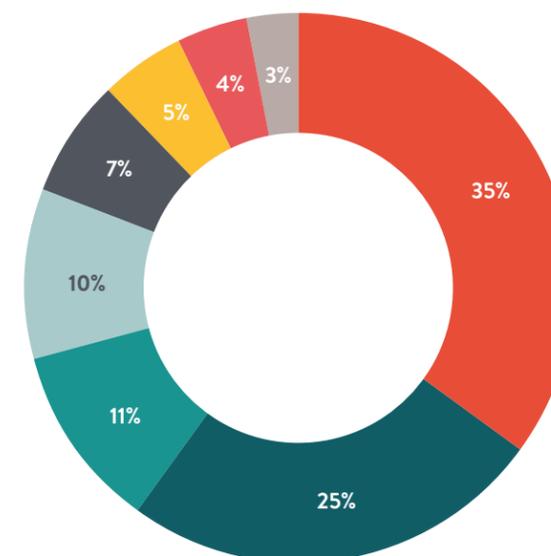
The two charts below represent the total institutional support and revenue, as well as the total institutional expenses for the fiscal year ending September 30, 2019. Detailed financial statements can be viewed at [www.icrw.org/icrw-financials](http://www.icrw.org/icrw-financials).



#### SOURCES OF SUPPORT

Total: \$10.7 million

- Foundations, Corporations, & NGOs
- U.S. Development Agencies
- Bilaterals
- Investment Income
- Multilaterals
- Other Revenue



#### USE OF FUNDS

Total: \$11.4 million

- ICRW Asia
- Global Health, Youth & Development
- Gender, Economic Empowerment & Livelihoods
- Advisors
- Policy & Advocacy
- ICRW Africa
- Violence, Rights & Inclusion
- Fundraising

## LOOKING AHEAD

As we look to the year ahead, we know two things for sure: There will be challenges, and overcoming those challenges will require fortitude and ingenuity. We also know that challenges bring with them opportunities. As a learning organization, we are committed to making necessary pivots and course corrections. ICRW stands ready to take on the new year, and to use our research, programs, advisory services and advocacy to center marginalized voices and experiences as we grow and prosper together.

Some of the challenges we can anticipate. For example, as technology connects more of us globally, with it comes the risk of technology-facilitated gender-based violence. Social media, which now gets so much of our attention, has the capacity to amplify useful information and bring together those with common cause. It is also used to spread inaccuracies and silence those speaking out against injustice. We also know that human rights and access to resources are impacted globally by the pendular shifts in political leadership.

**These challenges — and many more — keep us focused, keep us coming to work every day to dig into the what and the why (the problems that face us) so we can discover the how (the solutions we need to move forward).**

The good news: there have been advancements in gender equity from region to region, and we anticipate ever more progress in the years ahead. However, we also know there are many mountains to climb. Girls are still getting married at a young age, LGBTQIA+ rights and opportunities take one step forward and two steps back and leadership positions across every sector continue to be dominated by heteronormative, cisgender — often white — men.

For us, this only further highlights the need for evidence, for facts, for a deep dive into both global and local contexts to find the truth that can light the way forward.

This deep dive will require significant investment of time and resources. For those of you who support our work, we thank you.

As the world changes, we know we must continue to widen our circle to make sure that those who have important things to say have a place to say them, as well as the support needed to overcome the barriers holding us back. Together, we will take on one challenge at a time.





# ICRW

INTERNATIONAL CENTER  
FOR RESEARCH ON WOMEN

**PASSION. PROOF. POWER.**

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