

A close-up portrait of a young Black woman with short hair, smiling gently at the camera. She is wearing a blue garment with a white collar. The background is dark and out of focus.

CONNECTING INSIGHT TO ACTION

A MULTI-YEAR REPORT: FY 2010–2016





MISSION

Anchored in the principle of human dignity, ICRW advances gender equity, inclusion and the alleviation of poverty worldwide. To this end, ICRW works with non-profit, government and private sector partners to conduct research, develop and guide strategy and build capacity to promote evidence-based policies, programs and practices.

WHO WE ARE

ICRW has been the world's premier research institute focused on women and girls and other marginalized populations for four decades. Our evidence-based insights seek to optimize programs, influence policies and identify scalable solutions that help women and girls lead safe, healthy and productive lives.

TABLE OF CONTENTS

LETTER FROM BOARD LEADERSHIP & PRESIDENT	01
ICRW'S 40 YEAR HISTORY	02
AREAS OF IMPACT	03
COMMUNICATING FOR IMPACT	07
ICRW FINANCIAL SUMMARY	10
CELEBRATING ICRW'S CHAMPIONS FOR CHANGE	09
INSTITUTIONAL PROFILE	10
LEADERSHIP	12
LOOKING AHEAD	14

LETTER FROM BOARD LEADERSHIP & PRESIDENT

In a world of uncertainties and unknowns, lasting solutions to improve human lives must be anchored deep in the bedrock of proof. Throughout our more than 40-year history, ICRW has leveraged our expertise to produce innovative evidence-based solutions that give women and girls, and men and boys, the opportunities to change their lives and communities for the better.

Our research demonstrates that when women and girls have opportunities to improve their lives, everyone benefits. But no woman or girl can reach her full potential if her basic right to a healthy, safe life is not honored.

ICRW works in partnership to identify women's contributions to their communities and the barriers — like HIV, violence, lack of education — that prevent them from being economically stable and able to fully participate in society.

Over the last several years, ICRW has been building the next-generation research agenda on gender equality, social justice and women's health and rights. As go-to experts on gender and development, ICRW's research has

created game-changing shifts in global and national policies advancing the rights of women and girls, such as the Sustainable Development Goals.

Throughout the period covered in this report, fiscal years 2010 through 2016, ICRW has conducted extensive research and pioneering fieldwork across the globe. Our Asia Regional Office in Delhi, India, is a thriving regional hub; and we opened a new regional office in Kampala, Uganda, in 2016. While ICRW's research in our core areas of focus continues to be robust and innovative, we have also prioritized adapting several of our successful programs for application in new settings and pursuing exploratory research on emerging topics, so that we can continue to be one step ahead of global trends.

Despite a rapidly evolving global context and increasingly complex challenges across the world, our formula at ICRW remains simple: Listen hard. Dig deep. Speak honestly. We help the voices of women and girls be heard. We channel our passion into making sure that the unique vulnerabilities women and girls face, as well as the unrecognized contributions they make, are integrated into efforts to create a more equitable world.



Elizabeth Griffith
Board Chair Emerita



Scott Jackson
Board Chair



Patience Marime-Ball
Board Vice Chair



Sarah Degnan Kambou
President

ICRW'S 40 YEAR HISTORY

ICRW was founded in 1976 in response to concerns that international development programs were benefitting men and women unequally — to the detriment of entire societies. ICRW was established by a group of determined women scientists who believed that it was time to make women's roles and contributions visible to policymakers and to the world. And they knew that it would take robust evidence to drive change forward.

Over the course of 40 years, ICRW's research and advocacy have positively influenced the trajectory of women's and girls' lives. Our research has documented the vital role women play as heads of households, farmers and entrepreneurs; demonstrated how gender-informed changes in policies and services can mitigate women's and girls' vulnerability to disease and harmful traditional practices like child marriage; and proven that well-designed services can improve women's use of health care.

In our 40th year, ICRW is renewing its commitment to pursuing a catalytic program of gender research — seeking to understand the complexities of people's lives in a rapidly evolving world — all with the aim of charting a pathway forward to end poverty, protect the planet and ensure prosperity for all.

SERVICES & SOLUTIONS

- Research and analysis
- Measurement and evaluation
- Advocacy and policy engagement
- Capacity building
- Corporate advisory services

THEMATIC AREAS OF WORK

- Promoting economic empowerment and securing livelihoods
- Eliminating violence against women and girls and upholding rights
- Creating better life options for adolescents
- Securing health and wellbeing, including sexual and reproductive health and the prevention of HIV



**THROUGHOUT FY 2010 – FY 2016,
ICRW'S WORK HAS SPANNED MORE THAN 40 COUNTRIES**

AREAS OF IMPACT



Transforming Gender & Social Norms



Reducing the Costs of Gender Inequalities

Transforming Gender & Social Norms

Women and girls worldwide face a range of gender and social norms that serve as barriers to their growth and aspirations. The challenge lies in how to counter these norms successfully and level the playing field for women and girls.

» ICRW is implementing and evaluating programs that dismantle inequitable norms in parliaments and on playgrounds, in households and classrooms and throughout workplaces. This includes engaging with men and boys to understand their own experiences under a rigid gender regime and to address societal beliefs, expectations and behaviors that sustain gender inequities.

» In 2008, ICRW launched its Gender Equity Movement in Schools (GEMS) program in Mumbai, India, to shape attitudes and transform behaviors through a school-based curriculum. The program showed a positive influence on how boys and girls view gender norms and resulted in a gradual decline in the perpetration of physical violence in

schools. GEMS has expanded to 20,000 schools in Maharashtra and is being piloted in 55 schools in Vietnam, 350 schools in Bangladesh, and 40 schools in the rural Indian state of Jharkhand, reaching over 1 million students.

[© Thomson Reuters video on the impact of GEMS: “Why Boys Don’t Do Housework in Mumbai”](#)

In 2010, ICRW implemented Parivartan, a mentorship program in Mumbai that engaged boys through the sport of cricket in an effort to reduce gender-based violence. In 2014, the program was expanded to include girls through the popular sport of kabaddi. The program was designed to empower girls by affirming their sense of self-worth and to support them in reclaiming their rightful participation in public spaces. We saw improvements in self-confidence, self-esteem and leadership skills among participants. Several girls who participated in the program have since been invited to join a local anti-violence taskforce.





Reducing the Costs of Gender Inequality

When women and girls are harmed by gender inequality, everyone pays. The devastating impacts of maternal mortality, child marriage and violence against women and girls worldwide are clear. Less understood are the social and financial costs these challenges have on communities and countries.

» ICRW's research is helping to determine the costs of gender inequality and show why investments in tackling these challenges are critical.

» In ICRW's report, *A Price Too High to Bear: The Costs of Maternal Mortality on Families and Communities*, we examined the

emotional and financial costs of maternal mortality in Kenya. Evidence confirmed the grievous impacts of a mother's death on the well-being of her family, as well as the ripple effect on the economic stability of the community.

» ICRW and the World Bank have supplemented what we already knew about the tragic social consequences of child marriage by mapping the economic impacts on health care systems, education, individual earnings, growth and poverty. The analysis showed that child marriage will cost developing countries trillions of dollars in additional social welfare expenses and lost income. The findings will be leveraged to better inform advocacy efforts at the national and global levels.

» In Ghana, Pakistan and South Sudan, ICRW — as part of a consortium led by the National University of Ireland, Galway and funded by the U.K. Department for International Development (DfID) — embarked on a study to investigate the social and economic costs of violence against women and girls in developing countries. The study moves beyond an exclusive focus on intimate partner violence, looking at the detrimental effects of a broader range of violence perpetrated against women and girls within their homes and communities. Though the data is still being analyzed, early results show that violence is contextual: individuals in different contexts experience and define violence differently.

AREAS OF IMPACT



Disrupting Stigma & Discrimination



Supporting & Empowering Youth



Disrupting Stigma & Discrimination

Stigma and discrimination against people living with HIV fuels the spread of disease. For vulnerable populations, especially adolescent girls, gender-based prejudice and HIV stigma hinder progress in reducing the transmission of HIV.

In addition to establishing the negative impacts of stigma on preventive care, ICRW's research provides health facilities with evidence and tools to prevent and combat stigma and discrimination with improved policies and programs.

» ICRW developed pioneering indicators to measure stigma and discriminatory attitudes that have been included in multiple global health initiatives, registries and guidelines, such as the Demographic and Health Survey (DHS) and other instruments created by The Joint United Nations Programme on HIV/AIDS

(UNAIDS) and the World Health Organization (WHO). This ensures that preventing HIV stigma is a top priority for government HIV programs as well as for funding mechanisms such as the Presidents Emergency Plan for AIDS Relief (PEPFAR).

» In Zambia, ICRW and Zambart conducted a study looking at the challenges adolescent girls living with HIV face as they transition to adulthood. With support from the MAC AIDS Fund, researchers studied the unique obstacles girls living with HIV face, such as adhering to medication regimens and medical appointments, navigating safe sexual relationships and handling the psychosocial challenges of learning about and disclosing their status. In this preliminary phase, researchers identified a number of interventions that could address these challenges, such as support groups for the adolescents themselves as well as for their parents and guardians.

Supporting & Empowering Youth

Adolescent girls, marginalized both for their age and their gender, face unique risks that affect their transition to adulthood. They may be forced into early marriage or subjected to female genital mutilation/cutting or other violence. They also often have limited access to health services and education.

» ICRW and partner 2CV published I Know. I Want. I Dream. Girls' Insights for Building a Better World, a comprehensive review of adolescent girls' experiences and recommendations for addressing their needs within the world's newest global development framework, the Sustainable Development Goals (SDGs). Those recommendations then informed our direct advocacy with global leaders to shape that framework.

» In late 2015, the United Nations unanimously adopted the SDGs, including a goal that explicitly affirmed not only women's — but also girls' —empowerment, highlighting the importance of gender equality as a fundamental component of achieving sustainable development. Moreover, a specific objective to address rights violations impacting millions of girls around the world — such as female genital mutilation and child, early and forced marriage — was also included in the final framework.

» In Kenya and Zambia in 2011, ICRW conducted a systematic review of child marriage prevention programs that had been thoroughly evaluated. Based on this review, the authors offered an analysis for viable solutions to prevent and end child marriage in Solutions to End Child Marriage. Turning these insights into action, the strategies ICRW identified helped to shape the 2016 U.S. Strategy for Adolescent Girls.

» In India in 2013, ICRW conducted a study to understand the state of the field of adolescent programming in India and to inform the design of future programs that address both the productive and reproductive dimensions of girls' lives. The research showed that effective programs, among other elements, require community buy-in, safe spaces for girls to engage with one another and opportunities for building life skills.



COMMUNICATING FOR IMPACT

ICRW's work has been featured in top media outlets worldwide, from the Times of India to The New York Times.

ICRW is widely recognized by major media outlets as an important resource on child marriage, creating opportunities to shine a light on this harmful practice.

» Senior Director Suzanne Petroni was interviewed by Al Jazeera about the prevalence of child marriage, the consequences to girls and societies as a whole.

» President Sarah Dagnan Kambou [spoke to CNN](#) about how to prevent child marriage by improving policies, access to education and community dialogue.

» Senior Youth and Gender Specialist Ann Warner spoke to BBC World Service about the realities of girls married as children.

» Suzanne Petroni talked to NPR about the increasing number of child brides around the world.

ICRW expertise on the unique challenges faced by adolescent girls more broadly have been featured in a broad range of outlets.

» In honor of International Women's Day 2015, Her Majesty the Queen of the Belgians published [an Op-Ed on the importance of empowering girls](#) in times of conflict and crisis, citing ICRW's research into programs that improve the lives of women and girls.

» ICRW's research on adolescent girls and school dropout rates was featured in Reuters and the New York Times.

» ICRW Africa Regional Director Stella Mukasa's commentary on female genital mutilation following the passage of a law banning the practice in Nigeria was featured in a number of outlets, including Foreign Affairs, The Guardian, Huffington Post and the International Business Times

ICRW's research on the role men and boys play in transforming gender norms and gender equality.

» Africa Regional Director Stella Mukasa spoke to The Atlantic about why engaging men and boys is critical to ending gender-based violence.

» Ravi Verma, director of ICRW's Asia Regional Office, [spoke to the Wall Street Journal](#) about how son preference in India was driving the unbalanced sex ratio in the 2011 national census.

» [ICRW and UNFPA's report](#) examining men's attitudes and practices around gender inequality, intimate partner violence and son preference in India was covered by outlets around the world, including The Economic Times, The Times of India and Reuters.

IN 2011, ICRW CELEBRATED ITS 35TH ANNIVERSARY YEAR!

To chart 35 years of progress for women and girls, Passports to Progress began on March 8, 2011, International Women's Day, as a discussion series hosted by ICRW to advance global dialogue on how to empower the world's women and girls. The series included leaders of business, philanthropy, policy and development and covered issues essential to advancing the status of women and girls in poor and marginalized communities — innovation, ending violence, economic empowerment and continued advocacy for gender equality.



We are guided by organizations like ICRW that conduct the crucial research that helps to inform our work and to ensure that our efforts are making the difference, where it actually matters most in the lives of girls.

MABEL VAN ORANJE, 2015 CHAMPION FOR CHANGE

CELEBRATING CHAMPIONS FOR CHANGE

ICRW'S *Champions For Change Award* recognizes the outstanding visionaries who have dared greatly to advance the status of women and girls. For the past decade, the award has honored the leaders and visionaries who are helping make a gender equitable world a reality.

AWARDS FOR INNOVATION

Mabel van Oranje, Girls Not Brides (2015)
Thunderbird School of Global Management,
Solar Sister (2012)
Bobbi Silten, Gap Inc., P.A.C.E. Program (2011)
Bill Roedy, Chairman and Chief Executive, MTV
Networks International (2010)

AWARDS FOR LEADERSHIP

The Rt Hon William Hague MP, Former First Secretary
of State UK (2015)
Ambassador Melanne Verwee (2013)
Secretary Hillary Rodham Clinton (2012)

AWARDS FOR VISION

Monique Villa, Thomson Reuters Foundation (2015)
Exxon Mobil Foundation, "Women's Economic
Opportunity Initiative" (2012)

INSTITUTIONAL PROFILE

ICRW collaborated with more than 350 partners in FY 2010 – FY 2016, working together on more than 400 research projects. This research produced close to 400 publications including peer-reviewed journal articles.

PARTNERS INCLUDE:



ICRW FINANCIAL SUMMARY 2016

The two charts to the right represent the total institutional support and revenue, as well as the total institutional expenses for the fiscal year that ended September 30, 2016. Despite rapid change in the funding environment, ICRW's annual revenue has grown steadily.

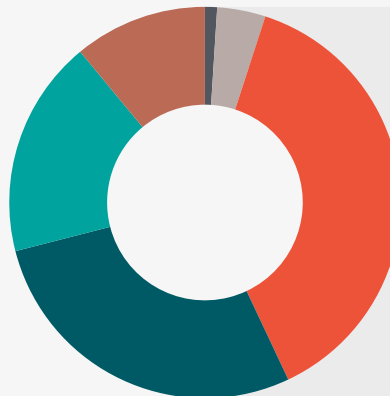
We closed FY16 with 24 percent growth compared to FY13. Today ICRW is in a strong financial position. Detailed financial statements can be viewed here: www.icrw.org/icrw-financials



SOURCES OF SUPPORT

Total \$11.98 million

- ◆ **\$7.0M** Foundations, Corporations & NGO's
- ◆ **\$2.4M** US Development Agencies
- ◆ **\$1.1M** Bilaterals
- ◆ **\$0.8M** Multilaterals
- ◆ **\$0.3M** Investment Income
- ◆ **\$0.1M** Contributed Goods & Services
- ◆ **\$0.2M** Other Revenue



USE OF FUNDS

Total \$11.95 million

- ◆ **38%** Global Health, Youth & Development
- ◆ **28%** ICRW Asia
- ◆ **18%** Violence, Rights & Inclusion
- ◆ **11%** Gender Economic Empowerment & Livelihoods
- ◆ **4%** Fundraising
- ◆ **1%** Policy Advocacy



LEADERSHIP

FY 2010 – 2016 ICRW BOARD OF DIRECTORS

Caroline Atkinson
Patience Marime Ball
Preeta D. Bansal
Peter D. Bell
Joanna Breyer
Winnie Byanyima
Roberto Dañino
John K. Delaney
Philip J. Deutch
Carole Dickert-Scherr
Søren Elbech
Mohammed El-Erian
Nancy Gertner

Jeffrey Goldstein
Elizabeth Griffith
Steven Hofman
Scott Jackson
Marijke Jurgens-Dupree
Naila Kabeer
Wanjiku Kabira
Julie T. Katzman
Kristin Eager Killion
Jennifer Klein
A. K. Shiva Kumar
Olivia M. Leland
Gayle Tzemach Lemmon

Haven Ley
April McClain-Delaney
Matthew J. Mallow
Jacqueline Mayfield
Firoza Mehrotra
Mark S. Ordan
Charles Quatt
Lois Romano
Nafis Sadik, MD
Vicki P. Sant
Lee C. Smith
Jeanne L. Warner
Lareina Yee

LEADERSHIP COUNCIL

Joanne Leedom-Ackerman
Her Majesty Queen Rania
Al Abdullah
Her Majesty the Queen of
the Belgians
Susan Berresford
Cherie Blair
Richard Blum

Joanna Breyer
Mohamed El-Erian
Baroness Mary Goudie
The Rt Hon. the Baroness
Hayman GBE
Ashley Judd
Matthew J. Mallow
Pat Mitchell

Hilda Ochoa-Brillembourg
Ngozi Okonjo-Iweala
Pam Rajput
Nafis Sadik
Amartya Sen
Nina Totenberg

INSTITUTIONAL REVIEW BOARD

Laurie Calhoun
Ashok Dyalchand
Andy Fisher
Amy Gregowski
Laura Hinson
Myra Jacobs

Tom Merrick
Rohini Pande
Naomi Rutenberg
Sid Schuler
Chloe Schwenke
Natacha Stevanovic-Fenn

John Townsend
Jacquelyn Vanderbrug
Ellen Weiss
Shana Williams




LOOKING AHEAD

As we reflect on the first 40 years of ICRW's ground-breaking research, we look ahead with great anticipation as we launch our new strategic directions. With the initiation of the 2016-2018 Strategic Plan, the leadership and staff of ICRW rededicate themselves to addressing the most pressing social and economic challenges facing women and girls and other marginalized populations. We will dig deeper into the issues until we hit the bedrock of proof that will inform policy, optimize programs and services and drive investment strategies — all with a view to achieving an equitable and inclusive society.

ICRW is committed to serving as a thought leader on gender equity and inclusion. As the challenges facing women and girls and other marginalized populations around the globe continue to evolve, so will our research. This includes addressing emerging global health, economic and social issues. ICRW will focus its efforts, expanding our presence in Africa and building our network of first-rate community partners. In this digital age, we will leverage our dynamic online presence to serve our partners and communities by making our research tools and instruments available open source in every corner of the globe.

Thank you for your support in helping ICRW build a brighter, more gender equitable and inclusive future for us all. Through the support of individuals, foundations, corporations and government donors, we remain focused on creating positive change in the lives of people, families and communities across the world.



Headquarters
1120 20th St., NW
Suite 500 North
Washington, D.C. 20036
T 202.797.0007
F 202.797.0020
E info@icrw.org



Asia Regional Office
C – 59, South Ext, Part II
New Delhi, India – 110049
T 91.11.4664.3333
F 91.11.2463.5142
E info.india@icrw.org



Africa Regional Office
Human Rights House
Plot 1853, Lulume Rd.
Nsambya, Kampala Uganda
E ICRWAfrica@icrw.org



© INTERNATIONAL CENTER FOR RESEARCH ON WOMEN 2016

www.icrw.org

T 202.797.0007 • F 202.797.0020

1120 20th Street NW • Suite 500 North, Washington, DC 20036