

ICRW ASIA ANNUAL REPORT | APRIL 2023-MARCH 2024



# CELEBRATING MILESTONES, DRIVING CHANGE



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# A NOTE OF GRATITUDE AND PURPOSE

When I consider all that we have accomplished at the International Center for Research on Women (ICRW) in the past year, I am filled with pride. I am also quite grateful for it. Now, more than ever, we must fight to eliminate structural inequalities and deeply-entrenched gender norms and binaries. Despite worldwide obstacles, there have been remarkable advances in the fight for the rights of girls and women and the empowerment of marginalized populations.



This year, ICRW's work has continued to push the boundaries of what society expects from organizations like ours. Our recent research on masculinity is transforming efforts to promote gender equality and challenge systems and structures rooted in patriarchy. Youth in Jharkhand have found a voice through initiatives like UMANG and Gender Equity Movement in Schools (GEMS), which have empowered them to challenge harmful traditions, seek education, and dream of a better future. We have shown, with SEWA, that climate change action that takes gender into account can increase women's economic and social power while also protecting the environment.

Whether it's increasing access to sexual and reproductive health services, building resilience to climate change, or ending violence against women, we will remain committed to tackling these pressing challenges. Our goals are lofty, but we are certain that we can reimagine gender equity through persistent collaboration and collective action. Policy and initiatives are not the only areas where we make a difference. By enabling platforms for grassroots initiatives and marginalized voices, we hope to unite diverse stakeholders in the fight for social justice. This report is evidence of the great effort our employees, partners, and communities have put out to produce enduring change.

Thank you for being part of this journey. We can make this world a better place for everyone if we band together.

Warm regards,  
**DR. RAVI K. VERMA**  
**EXECUTIVE DIRECTOR, ICRW ASIA**



## ICRW'S ESSENCE

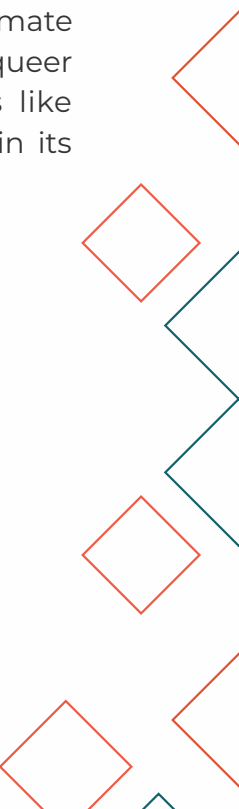
Since its inception, the International Center for Research on Women (ICRW) has been dedicated to advancing gender equity and empowering women and girls worldwide. With a vision for a fair, just, and sustainable future, ICRW combines rigorous research with practical solutions to address deeply ingrained gender norms and systemic inequalities. At the heart of its mission is the drive to create inclusive societies where marginalized communities can thrive.

Our mission is to challenge entrenched gender norms and systemic inequities. Through evidence-based strategies, the organization bridges gaps in understanding to influence policies, programs, and societal attitudes, working alongside women, men, boys, and girls to drive sustainable change.

We empower youth through initiatives like UMANG in Jharkhand, which supports girls in resisting child marriage and pursuing education. Programs such as GEMS, Umang and MANthan continue to shift attitudes and open new opportunities for adolescents, transforming individuals and institutions alike.

ICRW Asia's presence spans South Asia, working closely with governments, civil society, academia, and the private sector. Strategic collaborations, like Life Skills Collaborative, integrate gender and life skills into education. Additionally, ICRW is establishing Gender Centers of Excellence in regions such as India, Kenya, and Uganda to advance localized, impactful research and nurture the next generation of gender scholars and activists.

Our bold three-year vision includes establishing a global network of Gender Centers of Excellence, linking research to advocacy for lasting change, and addressing pressing issues such as sexual and reproductive health, sustainable livelihoods, and climate change. By amplifying qualitative research and integrating non-binary and queer perspectives, we continue to redefine gender equity. Despite challenges like regulatory shifts and the aftermath of COVID-19, ICRW remains unwavering in its mission to advance justice and empower communities globally.



# GENDER & EDUCATION

THE GEMS MOMENTUM:  
TRANSFORMING SCHOOLS IN JHARKHAND



In 2008, a quiet momentum began with ICRW's Gender Equity Movement in Schools (GEMS). What started as a vision to create gender-equal, violence-free schools has grown into a powerful movement, reshaping lives and aspirations across Jharkhand and beyond.

Since 2014, GEMS has taken root in districts of Khunti and Ranchi, evolving to meet local needs. By 2020, its reach extended to Godda and Jamtara, igniting change in over 270 schools. Students were empowered, teachers capacitated, and communities engaged. 786 teachers were trained to challenge harmful norms, and innovative tools like Shishu Panji helped identify and bring children back to school, reigniting dreams of education for many.

The results? Dreams soared. Girls' aspirations for higher education climbed from 26% to 37%, and the desire to work rose to an inspiring 95% among younger girls. School assemblies echoed with messages of equality, while headmasters and community leaders united to build inclusive learning spaces.

**"We tell our parents we have dreams and aspirations too. My brother and I are equal, and everything should be equal. When my mother said I couldn't study outside, I told her I would go because it's my dream."**

-Adolescent girl, Jamtara, Jharkhand

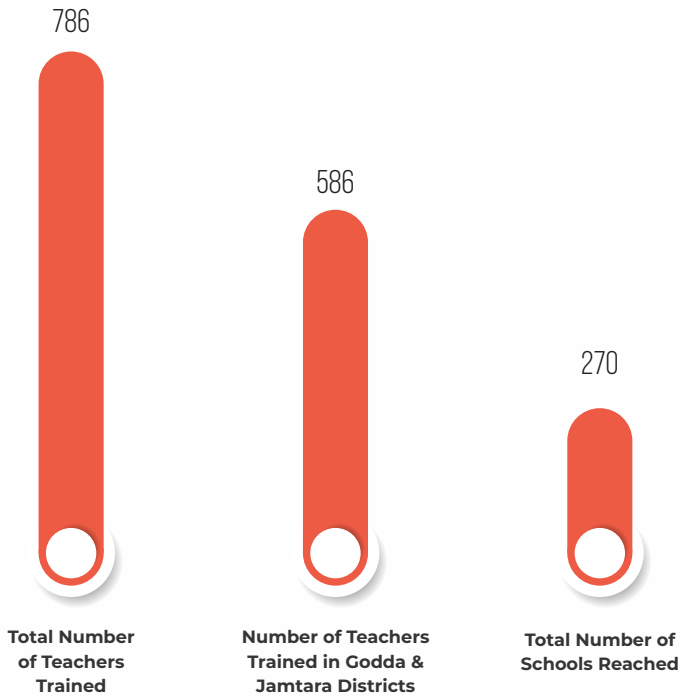
Recognized by the Jharkhand Council of Education Research and Training (JCERT), GEMS is not just a program—it's a promise. A promise to create schools where gender equity isn't just taught but lived.

This is the story of GEMS: a journey of hope, empowerment, and a testament to what's possible when we dare to reimagine our schools.

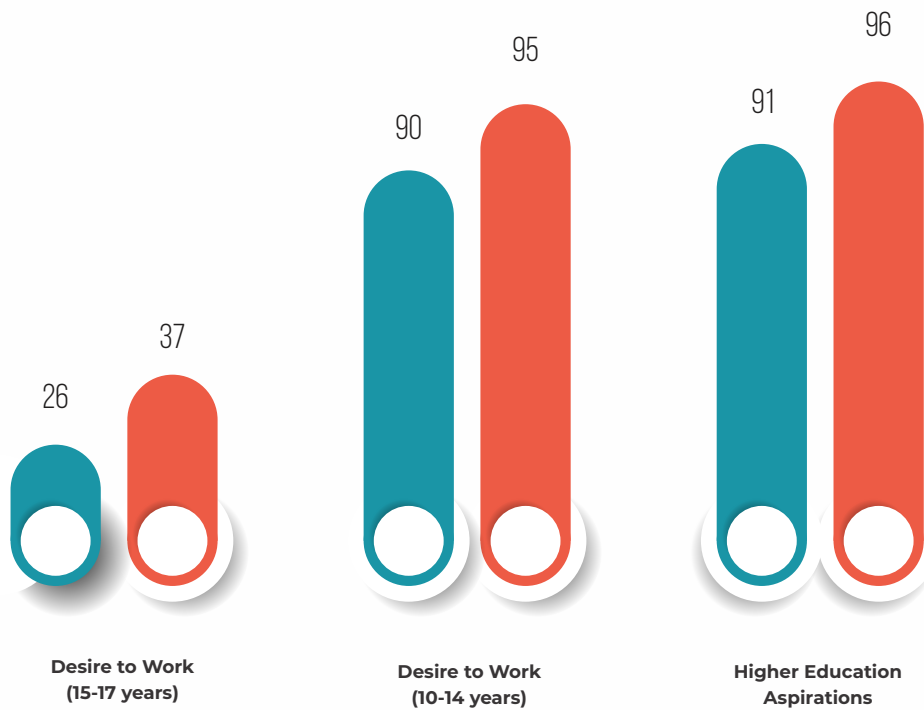
**"Earlier, I didn't clean my room or help at home, but after GEMS classes, I've started cleaning my room, taking my food, and washing utensils. I even help my mother by washing her plates and clothes. I've learned that household chores aren't just for girls—both boys and girls can share the work. Before, we'd leave utensils on the table after eating, but now I cook, clean, and actively support my mother."**

-Adolescent boy, Godda, Jharkhand

## 1. TEACHER ENGAGEMENT



## 2. STUDENT IMPACT



● Baseline (%) ● Endline (%)



# GENDER & CLIMATE

WOMEN-LED CLIMATE ACTION:  
ADVANCING JUST TRANSITION AND  
ECONOMIC EMPOWERMENT



In the heart of Gujarat's Small Rann of Kutch, women from the Agariya community are developing localized strategies for climate resilience while asserting their rights to local resources. As part of ICRW's larger initiative focussed on generating evidence about gender and climate action, the ICRW-SEWA partnership, supported by the Rockefeller Foundation and led by women, emphasizes the gendered impacts of climate change and its connections to economic inclusion.

At its core, the initiative aims to generate evidence on the impact of women-led climate action by exploring the transition from diesel pumps to solar energy for powering salt pans. For over 30,000 women workers, this transition isn't just about reducing carbon emissions—it's about reclaiming their agency, improving their health, and building economic resilience. SEWA's Clean Sky Campaign serves as the foundation, showcasing how women-led initiatives can tackle global climate challenges while advancing gender equity.

Solar pumps have prevented 20 kilotons of carbon emissions and drastically cut operational costs for the women. Collectivization efforts have amplified their voices, securing better salt prices and access to financial safety nets like dynamic insurance schemes to safeguard them from heat related calamities. This transition is also a step towards reducing drudgery, challenging gendered division of work and resources, while also activating women's agency.

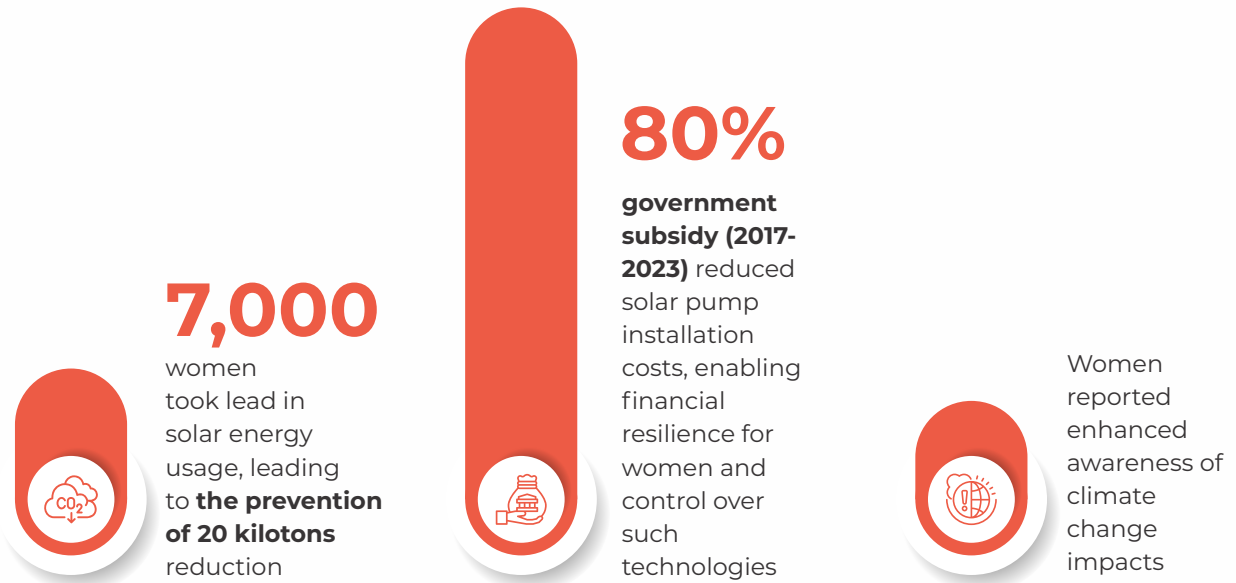
This shift is more than environmental; it's cultural. As gender norms evolve, women are finding time for themselves and ensuring their daughters stay in school. Yet challenges persist, with unpredictable weather, extreme heat, cyclones, and grueling labor continuing to test their resilience, impacting women's work and well-being throughout the year.

Looking ahead, the partnership is expanding its reach. Plans include scaling research influencing gender-responsive climate policies, and advocating for women-centric climate financing in global forums. By emphasizing the intersection of clean energy innovation and economic empowerment, ICRW and SEWA are building vital evidence on how women, through their knowledge systems and collective action, can drive climate resilience while also challenging patriarchal power structures and altering the inequitable distribution of resources.



## IMPACT HIGHLIGHTS

### Climate Resilience & Emissions Reduction



## THE PATH FORWARD



Expanding research on **women-led climate action** wherein evidence-backed programmatic action would contribute greatly



Mapping stakeholders at state, national, and international levels to drive dialogue on **just transitions, green jobs, and climate financing**, advancing **gender-responsive policies** and **women-led climate action**



Advocating for **inclusive climate financing** and integrating findings into global policy forums

# MEN AND MASCULINITIES



# A. | TRANSFORMING MASCULINITIES: KEY STUDIES ON ENGAGING MEN FOR GENDER EQUALITY

Gender norms are deeply embedded in society, impacting not only the lives of women and girls but also restricting men by confining them to rigid stereotypes—many of which they may not even recognize. Recognizing this duality, ICRW Asia sought to engage men and boys in the broader journey towards gender equality. Our work with men and boys began with a fundamental question: How do we effectively engage men and boys across South Asia, a region where patriarchal norms are as diverse as its cultures and religious beliefs?

In continuation of its long-standing work with boys and men, the ICRW Asia office recently completed two large-scale research studies. Supported by the Asian Development Bank (ADB), the first study delved into seven major sectors—agriculture, education, energy, finance, health, transportation, water, sanitation, and hygiene. Working with the MenEngage Alliance and Equimundo, the study covered six countries in South Asia, each with different patriarchal norms, religious beliefs and levels of state control.

The findings painted a vivid and often stark picture. In most cases, men's engagement in gender equality efforts was fragmented and sporadic, primarily led by civil society organizations. There was little to no systemic ownership by key stakeholders, including governments.

## KEY RECOMMENDATIONS:



### POLICY REFORM:

Integrate masculinity in laws and policies



### COMMUNITY PROGRAMS:

Train role models and promote equitable norms



### RESEARCH:

Build evidence and measure changes in gender norms



### COLLABORATION:

Increase collaboration between governments, NGO's and private sector

But even amidst these challenges, there was hope. Through another collaboration with UNESCO, ICRW Asia conducted a research study that explored what happens when men and boys are actively engaged as partners in gender equality. This investigation documented the best practices that untangled the complex threads of masculinities. In communities where programs targeted men, the shifts were tangible. Success stories emerged from schools and neighborhoods where targeted interventions were breaking barriers. Boys trained in gender equality workshops became vocal advocates for change. They challenged gender norms, gendered division of labour within their homes and communities, while engaging with themselves and their peers to imagine and activate equitable practices in their everyday lives.

The study's recommendations highlighted the importance of starting young, working with boys to deconstruct stereotypes before they solidify. Moving beyond the conventional, singular focus on women, ICRW emphasized the value of engaging men as partners and becoming accountable in dismantling systemic barriers. Advocacy efforts called for inclusive institutional policies and community-led activities to challenge these norms at every level.

As the journey continues, there are promising possibilities ahead. The ICRW team is now developing a toolkit designed to engage men and boys in meaningful, lasting ways. Plans are underway to pilot the toolkit in two distinct regions of India, ensuring it reflects the diverse realities and ground-level challenges unique to these areas. This work on gender equality is not just about women's issues; it is about societal transformation. When men join the movement, the benefits extend beyond individual lives; the society as a whole becomes freer, kinder, and more equitable.

## MOVING FORWARD TOGETHER:



Start early with education on gender equity



Create safe spaces for men to discuss masculinity



Empower local leadership

## B. | MANTHAN: A GENDER TRANSFORMATIVE PROGRAM TO ENGAGE MEN AND BOYS TOWARDS GENDER EQUALITY

In the district of Jamtara, a critical shift is unfolding through MANthan, a gender equality initiative led by the International Center for Research on Women (ICRW) with support from Rohini Nilekani Philanthropies.

At its core, MANthan empowers communities to take charge of their future, uniting voices and perspectives to inspire lasting change. This program challenges patriarchal norms of masculinity and fosters open dialogue among men, boys, women, and girls to create a more equitable society.

Central to this journey are the Village Champions - 34 young leaders who emerged from extensive workshops and training. These passionate individuals mapped out the most pressing issues in their communities, from school dropouts to water resource management, and took bold steps to address them. Before launching initiatives, they conducted informal surveys to understand the problems and gauge community support. Their creativity and commitment have driven remarkable progress, from mobilizing collective action to influencing local governance on systemic solutions.

The impact of their work is undeniable. Seventeen school dropouts have re-enrolled, and twenty-four girls have joined skill training programs, opening doors to new opportunities. Free tuition has been established for thirty-four marginalised students, while over 5,000 people have been engaged through powerful street theatre performances promoting gender equality. Across ten villages, walls now carry vibrant messages of inclusion and hope, inspiring others to join the movement. What sets MANthan apart is its emphasis on dialogue. Through spirited discussions, participants challenge one another's views and redefine priorities for addressing inequality. While the pathways may differ, the shared vision of equality binds them together.

MANthan is not just a program; it is a testament to the transformative power of youth-led action. It shows that when men, women, and youth come together with purpose, change becomes inevitable.

Dr. Ravi K. Verma encapsulates the program's vision:

**"Programs like MANthan embody the potential for inclusive, community-led transformations essential for achieving gender equality and sustainable development goals."**

## IMPACT SUMMARY AND OUTCOMES

Program Achievements (Till March 2024)



**37**

Total Village  
Champions  
Trained



**1,359**

Gender Equality  
Sessions



**20**

Youth Enrolled in  
Govt. Employment  
Portal



**24**

Girls Enrolled in  
Skill Training



**34**

Free Tuition  
Beneficiaries



**12**

School dropout  
girls readmitted in  
school



**17**

School drop-out  
re-admission



**94**

Network of active  
youth

## C | EXPLORING MALE MANAGEMENT ATTITUDES TOWARD GENDER EQUITY IN GARMENT FACTORIES

The garment sector, with a predominant women workforce, has long grappled with systemic gender inequities. While much focus has been placed on empowering female workers, the perspectives of male managers—those in key decision-making roles—are often overlooked, which is critical to bring in systemic change. To address this gap, ICRW partnered with Primark to explore male management attitudes toward gender equity in Indian garment factories. This study conducted through in-depth interviews and focus group discussions with 41 male managers and supervisors, sheds light on the deeply ingrained stereotypes and norms influencing managerial attitudes towards women at the workplace. Many male managers viewed women workers as diligent and suited for specific tasks, but their perceptions were steeped in biases, labeling women as “biologically weaker” and less capable of leadership. Supervisory roles were often considered “too stressful” for women, perpetuating barriers to career advancement. Despite existing evidence, many participants believed that gender-based violence and harassment is a thing of the past, often linking it to women's misinterpretation and seldom holding men responsible. While some managers acknowledged the value of gender equity, many lacked a nuanced understanding of systemic challenges.

ICRW's findings underscore the urgency of engaging men as allies in the workplace, while becoming cognizant of their privileges, and the power dynamics they are embedded in. Male managers can play a role in creating equitable work environments by fostering dialogue, challenging stereotypes, and promoting transformative leadership.

This work marks a step forward in shifting workplace dynamics, paving the way for a garment industry where equity is not just an aspiration but a shared responsibility.

### KEY RECOMMENDATIONS



Gender-responsive strategies



Ensure zero-tolerance policies



Training in gender norms, stereotypes, and equity



Robust grievance mechanisms



Promote open forums for women to voice challenges



Encourage women's leadership through professional development



Develop gender-responsive worker voice tools to assess workplace norms and inform policy changes



Advocate for gender-equitable national policies like paternity leave

# SEXUAL & REPRODUCTIVE HEALTH & RIGHTS



## SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS: EXPANDING ACCESS AND CHOICES

India is shifting the narrative on reproductive rights toward choice, equity, and collaboration. To expand contraceptive options, the Government of India has introduced two new reversible methods: Depot Medroxy Progesterone Acetate-Subcutaneous (DMPA-SC) and Hormonal Implants (HI). The initiative aims to ensure equitable, affordable and accessible options to women and couples, beginning with select districts across ten states through public and private healthcare systems and subsequent nationwide scale-up. The roll out of these methods in states of Bihar and Uttar Pradesh is supported by the Bill and Melinda Gates Foundation. Learning partners like ICRW and Purple Audacity, alongside key collaborators such as PSI India, McCann, and FOGSI, are driving this significant step towards enhancing access and enabling informed and equitable choices.

For nearly two decades, ICRW has led efforts to advance family planning by addressing access barriers and examining factors that influence contraceptive choices, such as gender norms and family and relationship dynamics. We work to enhance service quality, promote male engagement in family planning, and develop youth-friendly, gender-transformative approaches.

Drawing on its deep expertise in family planning, ICRW collaborates with donors, program partners and government to refine strategies, generate evidence, and ensure effective implementation. By leveraging mixed-methods research and on-the-ground observations, ICRW contributes to the successful implementation and scale-up of new contraceptives. Transformative change in family planning is driven by dynamic webinars sharing critical insights and fostering dialogue. These sessions explore key topics like men's barriers in family planning and the untapped potential of women's social networks. Insights emphasize the importance of male engagement and community influencers in creating youth-friendly, judgement-free, gender-transformative approaches. By presenting real-time data and actionable strategies, challenges like provider gaps and social stigma are reframed as opportunities for progress. As India advances, the narrative of reproductive rights is redefined through real lives impacted, expanded choices, and partnerships shaping a healthier, more equitable future.



### ICRW-MODERATED WEBINARS:

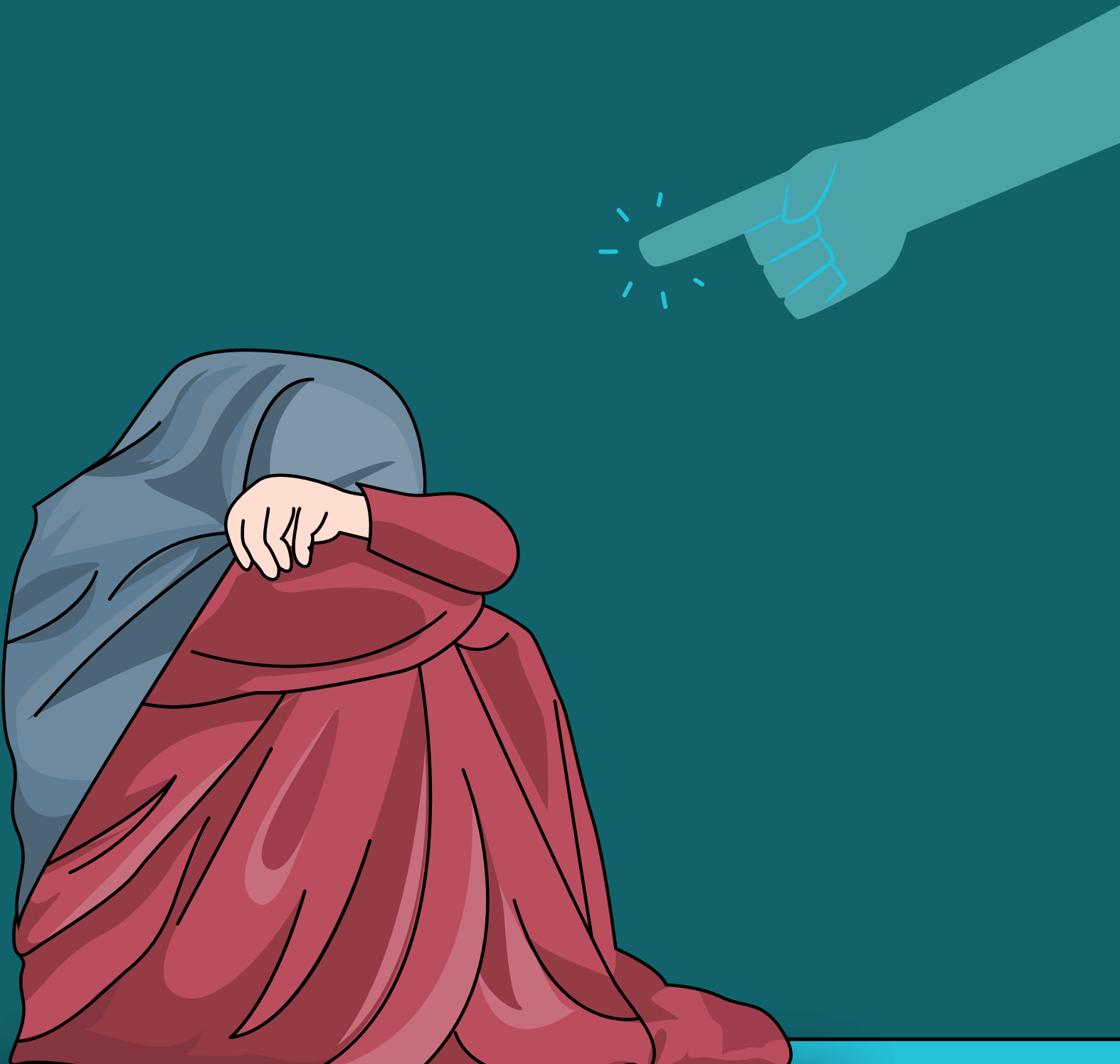
- Engaging Private Sector for “Universal Family Planning Coverage” explored the role of private providers in scaling contraceptive access
- Measuring “Women's Autonomy for Family Planning Programs” highlighted gender metrics for evaluating program effectiveness



### EMERGING INSIGHTS & FUTURE DIRECTIONS

- Collaborative Data Sharing
- Addressing Barriers to Uptake
- Male Engagement as a Game-Changer

# VIOLENCE AGAINST WOMEN



## VIOLENCE AGAINST WOMEN

ICRW made great progress in 2024 by implementing a system-driven approach to reduce gender-based violence (GBV) in Jharkhand. This effort aims to improve mechanisms that prevent and respond to GBV, building on years of engagement with communities and local systems. By focusing on Jharkhand's unique cultural and social realities, ICRW aims to create tailored, evidence-based solutions that work for survivors, communities, and the systems meant to protect them, ensuring a holistic approach to tackling violence against women and girls (VAWG).

During our early work, it became clear that while there are systems in place, such as legal aid, community programs, and administrative efforts; they often function separately, leaving survivors without the coordinated care they need in a crisis. This lack of connection can make an already vulnerable time even harder.

We're working to bring these systems together, creating a unified approach that adapts to the unique realities of survivors, perpetrators, and communities. Survivors need comprehensive support, from immediate care like trauma counseling, temporary shelter and medical care to long-term rehabilitation that addresses their emotional, physical, and financial needs.

Equally important is challenging the societal norms that allow violence to continue. We are focused on making these systems accessible to everyone, especially marginalized groups, so no one is left behind.

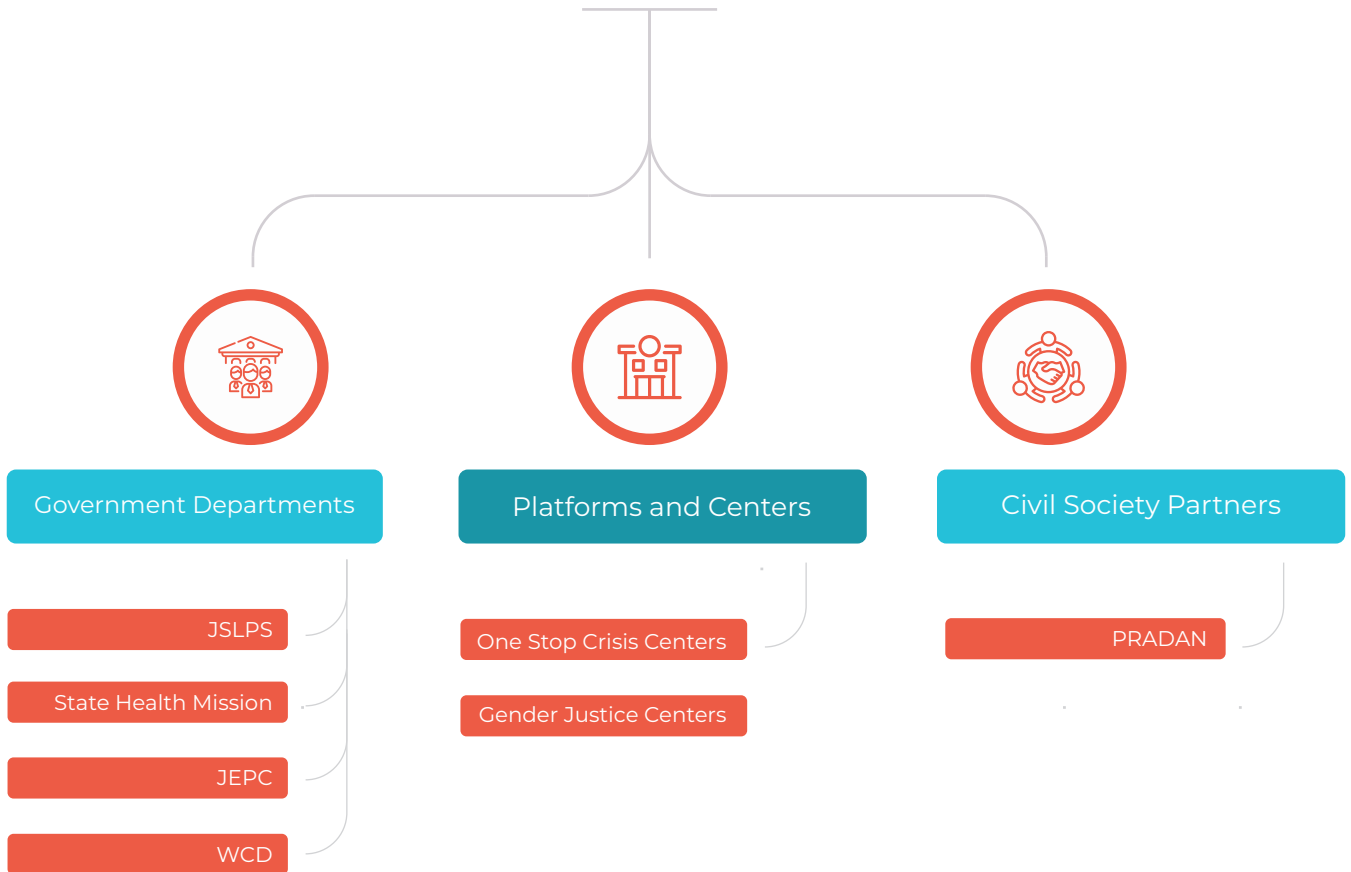
Research is the cornerstone of this work. ICRW's study delves into both personal and systemic data to answer critical questions central to this mission. The key questions are: What are the most effective ways for government systems to prevent violence? How can systemic gaps be addressed? And what can be done to ensure these systems adopt a gender-sensitive approach? By identifying data gaps and exploring ways to fill them, to build accountability and strengthen responses to GBV across Jharkhand.

ICRW is working with state departments and local organizations in Jharkhand to build partnerships and strengthen systems to create an ecosystem conducive to meaningful change in addressing gender-based violence. With our experience in the state, we're connecting existing efforts and creating practical solutions for lasting change. ICRW is engaging with key state departments, including the Jharkhand State Livelihood Promotion Society (JSLPS), the State Health Mission (SHM), the Jharkhand Education Project Council (JEPC), and the Department of Women and Child Development (WCD). Platforms like One Stop Crisis Centers and Gender Justice Centers are also part of the effort, along with civil society organizations such as PRADAN, which bring deep knowledge of Jharkhand's local contexts.

This work has been particularly important for ICRW, given its ongoing and multi-faceted efforts in Jharkhand aimed at fostering a broader ecosystem of gender justice and equality. As survivors receive support with care and dignity, their communities—men and boys included—are empowered to challenge gender norms and break the cycles of violence.

## 1. PARTNERSHIPS IN ACTION

### Collaborating for Change in Jharkhand



## 2. FROM RESEARCH TO SYSTEMS-CENTRIC ACTION

1

### Past Work:

Research-focused engagement in Jharkhand

2

### Present Initiative:

A comprehensive systems-driven approach to GBV

3

### Future Vision:

A state-wide cohesive network supporting survivors and preventing violence

# CONVERGENT PROGRAMS



# A. | UMANG

In the villages of Jharkhand, the UMANG program, with the support of IKEA foundation, is working with the mission of reducing child marriage, improving the retention rates of girls in schools, so that they can imagine alternatives for themselves, and take charge of their lives. Girls are active collaborators in UMANG, which engages with individuals, families, communities, and systems in Godda and Jamtara districts to convert its mission into a lived reality.

Nearly 19,000 adolescents have engaged in school-based activities that blend education with gender equality. Teachers were trained to lead gender-focused campaigns, and school management committees were strengthened. Football, introduced for girls, became a powerful tool to boost confidence and challenge gender norms. As a result, many girls who had dropped out of school between ages 15 and 18 found their way back to class.

**"I was inspired to play football by my father, a former player and now a coach. Football has given identity to us and our village, where a girls' team plays. Initially, we wore boys' uniforms, but now we have our own uniforms and boots, provided by ICRW during a tournament. With our winnings, we buy footballs, travel to matches, and cover expenses. The best part is that those who once stopped us from playing now come to watch our games."**

**-Purnima Murmu, Adolescent Girl, Jaspur, Nala, Jharkhand**

The program's reach extended beyond schools, engaging over 18,000 men and boys in community sessions about masculinity and patriarchy. This effort, combined with 738 street theatre performances, reached over 130,000 community members, raising awareness about education and child marriage. Additionally, a radio campaign on COVID-19 tackled vaccine hesitancy and safety protocols, making sure critical messages reached everyone.

The results speak for themselves. In areas where UMANG was active, the prevalence of child marriage dropped to 14%, compared to 26% in areas without the program. School enrollment increased by 4% in intervention areas, while control areas saw a decline. Among UMANG-exposed girls, 62% were enrolled in school, a stark contrast to just 38% of their peers who weren't involved in the program.

**"Education shapes our lives, and boys and girls deserve equal opportunities. The Umang program has boosted girls' confidence and aspirations, and it's our duty to carry it forward."**

**-Dr. Gopal Krishna Jha, District Education Officer, Jamtara**

UMANG has not just changed statistics, it has changed lives. By shifting attitudes and empowering girls, the program is paving the way for a brighter, more equitable future in Jharkhand.

“Through small sessions on issues related to empowerment and gender equality in the Umang program, the girls are getting inspired and implementing them in their lifestyle. As a result, the rate of child marriage of girls has decreased in Godda district.”

Sangeeta Kumari, Faculty Member cum Incharge, Gender Equality Department, JCERT

## GROUP EDUCATION AND SPORTS

Football coaching and playing sessions were added along with community-level Group Education Activities (GEA) sessions. Football as a sport for girls was introduced as a substantial nudge towards shifting inequitable gender norms and activating agency, mobility, and confidence among girls. UMANG’s internal monitoring and programmatic data show the participation of adolescent girls in community GEA and sports sessions over a period of time. This has resulted in a reasonable number of 15-18-year-old drop-out girls taking re-admission, with many demonstrating determination to continue education and pursue their career goals. As part of the program, these girls have been playing football tournaments at the block and district levels.

- Nearly 28000 adolescents were reached through UMANG community GEA sessions
- 40% of these 1732 participants were from poor socio-economic backgrounds and minority communities.
- 1732 GEA participants adolescents moved to a different city for higher education.
- 415 married adolescents also took part in GEA sessions.
- Theatre-based communication and personality development workshops with 272 girls and boys followed by village and block-level performances.

## 1. KEY HIGHLIGHTS



Structured Group Education Activities (GEAs)



Teacher Training

## 2. SCHOOL-BASED INTERVENTIONS



Participants:  
Nearly **19,000 adolescents**



Teachers Trained:  
**Around 200**



GEA Sessions Completed: **18**



Activities included **gender-focused campaigns**, teacher training, and school profiling.

## B. | WOMEN IN LEADERSHIP IN THE HEALTH SECTOR


This question 'Why is it that despite their critical contributions, so few women occupy leadership positions in health?' fueled our partnership with Global Health 50/50 (GH50/50) and the African Population and Health Research Center (APHRC). Together, we embarked on a journey to uncover the barriers and opportunities for women aspiring to leadership roles in India and Kenya's health sectors.

Our study unfolded across three interconnected workstreams. First, an evidence review which looked at the landscape of research and data that highlighted how women's career trajectories in health were shaped by factors as personal as self-confidence and as systemic as workplace policies. A legal content analysis was also conducted to analyze the availability of legal provisions, or the lack thereof, that support women to progress equally into leadership position. The scoping review, which explored factors contributing to women's (un)equal career paths in the health sector, alongside the legal review, were published in a special BMJ Collection on Gender Equality in the Health Workforce. The primary qualitative study took us to the heart of organizations, where we engaged 55 stakeholders across 19 institutions, listening to their experiences and insights.

The findings weren't surprising but were deeply validating. At every level – individual, interpersonal, organizational, structural, and normative; barriers persisted. Harmful gender norms, unpaid care work, and discrimination created a formidable trifecta that kept many women from reaching their potential.

Our research also highlighted actionable solutions. To challenge unfair and restrictive gender norms and make it easier for women to get into leadership roles, targeted programs that improve support, mentorship, and skill-building are required. Flexible working arrangements, gender-inclusive policies, and robust parental benefits aren't just perks—they're necessities. Yet, it's not just policies that matter. It's the intent and commitment of senior leadership that truly institutionalizes equitable workplace cultures.

The findings were unveiled at the national event, Advancing Women in Health Leadership: Barriers and Breakthroughs. This gathering served as a dynamic platform for exploring actionable strategies to advance gender equity in leadership roles. It brought together a diverse array of stakeholders, including representatives and thought leaders from civil society organizations, philanthropies, the private sector, and government institutions, fostering a collaborative dialogue to drive meaningful change.



As we intensify our efforts, this study raises important issues especially on how our work fits feminist leadership frameworks and addresses gendered power relations. It emphasizes the significance of using an intersectional lens so that we always consider which women we are supporting and those whose voices we might still need to uplift. Importantly, engaging more men in these conversations emerges as a crucial step towards driving meaningful progress in this agenda.

Building on our work to advance women’s leadership in the health sector, ICRW now serves as the secretariat for Women in Global Health (WGH) India, the national chapter of the global WGH movement, dedicated to promoting women’s leadership in health. In collaboration with WGH India and with support from WGH Global, we have launched 'Chingaari'—a gender-transformative capacity-building program for early-career health professionals from grassroots health organizations across India.

We are thrilled to support 50 women from across the country on this journey.



# KEY RECOMMENDATIONS



## USE DATA

Publish sex-disaggregated workforce data to identify gaps and drive inclusion



## POLICY TRANSPARENCY

Share workplace policies openly to build trust and accountability



## DEBUNK MYTHS

Emphasize that gender-inclusive policies benefit everyone, not just women



## LEADERSHIP TRAINING

Equip leaders with feminist principles to foster inclusivity



## SUPPORTIVE SUPERVISION

Create environments that empower and motivate women



## GENDER TRAINING

Regularly sensitize staff to unlearn biases and embrace equity



## SKILL BUILDING

Invest in tailored training for women across career stages



## RE-ENTRY SUPPORT

Smooth transitions for women returning after career breaks



## ENGAGE MEN

Involve men as allies to support women's leadership journeys



## TOOLKITS & MONITORING

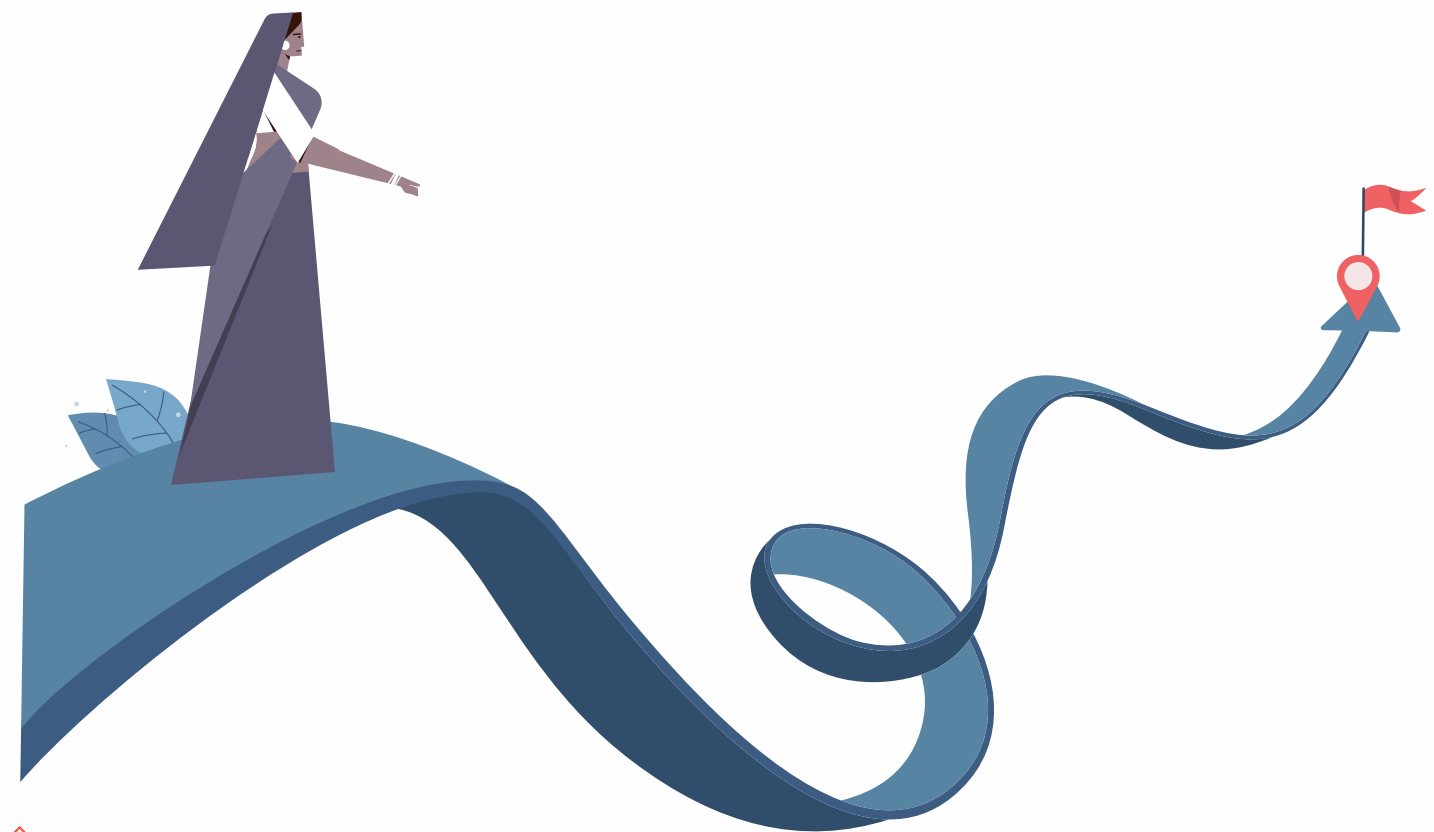
Equip leaders with principles of gender transformation to foster inclusivity

## 2025: A YEAR OF PIVOTAL PROGRESS

As we enter 2025, ICRW reaffirms its unwavering commitment to promoting gender equity and empowering vulnerable communities across the globe. This year, we aim to build on our achievements, extending the reach and depth of our research and impact in pivotal areas such as gender-based violence prevention, climate resilience, reproductive health, and economic empowerment.

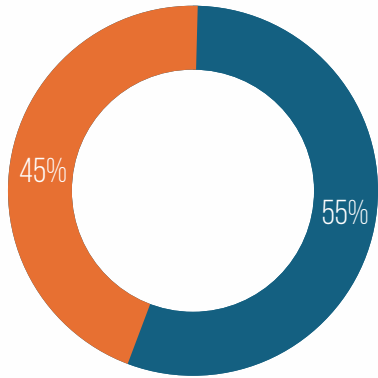
Our vision for 2025 is rooted in two key priorities: fostering meaningful collaborations to ensure long-term, scalable solutions and amplifying the voices of grassroots communities. We will continue integrating innovative, gender-responsive strategies into our programs while addressing systemic gaps, with a particular focus on marginalised populations, including rural women, youth, and queer communities. Initiatives like the establishment of Gender Centers of Excellence will serve as a cornerstone for nurturing local leadership, fostering diversity, and addressing emerging global challenges with focus and determination.

With collective action and unwavering persistence, 2025 will be a year of transformative progress as we move closer to realizing a fairer, more equitable world for everyone.



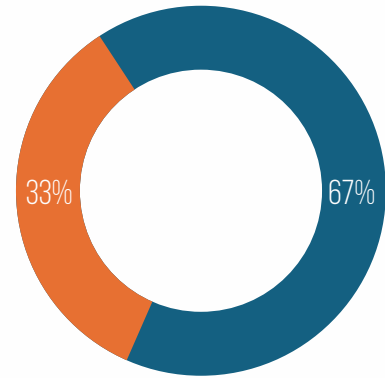
# STAFF DIVERSITY

## GENDER DIVERSITY



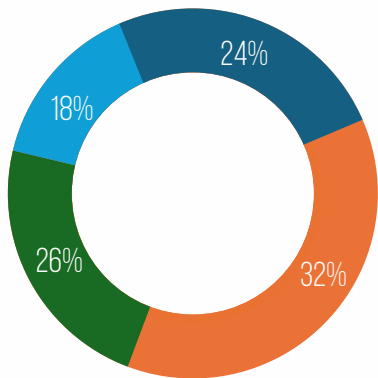
● Female ● Male

## DEPARTMENT



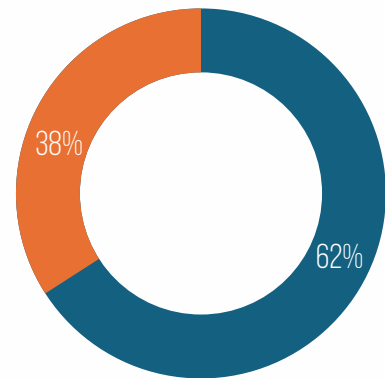
● Research & Programs ● Operations

## AGE (%)



● 25-35 Yr ● 36-45 Yr  
● 46-55 Yr ● 56 Yr and Above

## LOCATIONS



● Delhi Staff ● Jharkhand & Bihar Staff

## GENDER DIVERSITY

Our total staff as on January 2025 is 40.

**22**  
FEMALE

**18**  
MALE

**40**  
TOTAL

**1.22**  
RATIO (F/M)



## **BOARD OF DIRECTORS**

**FIROZA MEHROTRA (BOARD CHAIR)**

**SHALINI SINHA**

**RAVI K. VERMA**

## **STRATEGIC MANAGEMENT TEAM**

**RAVI K. VERMA**

**PRANITA ACHYUT**

**PRASENJIT BANERJEE**

**RITU KATHURIA**

**NASREEN JAMAL**

**MONICA BHALLA**

**SAPNA KEDIA**

**ROSHNI RAI**

**AMAJIT MUKHERJEE**

**(MOVED ON FROM ICRW AS OF DECEMBER 1ST, 2024)**

# PARTNERS



Asian Development Bank



BILL & MELINDA  
GATES foundation

CAF Charities Aid Foundation



Foreign, Commonwealth  
& Development Office



IKEA Foundation



newventurefund



SAMBODHI



SEWA  
SELF EMPLOYED WOMEN'S ASSOCIATION



unicef  
for every child

UNITED NATIONS  
FOUNDATION

# PARTNERS



# FINANCIALS

**INTERNATIONAL CENTER FOR RESEARCH ON WOMEN**  
**Income & Expenditure statement for the year ended 31st March, 2024**

Particulars	For the year ending 31 March, 2024	For the year ending 31 March, 2023
<b><u>INCOME</u></b>		
Revenue from operations	11,21,66,146	13,46,24,091
Other Income	5,51,022	3,03,329
<b>Total Revenue</b>	<b>11,27,17,168</b>	<b>13,49,27,420</b>
<b><u>EXPENDITURE</u></b>		
Employee benefit expense	5,97,19,200	6,43,91,497
Depreciation and amortization expense	14,66,219	23,52,858
Other expenses	4,34,58,851	6,28,71,898
<b>Total Expenses</b>	<b>10,46,44,270</b>	<b>12,96,16,253</b>
Income (Expenditure) before tax	80,72,898	53,11,167
<b>Tax Expenses</b>		
Current Tax		-
Deferred Tax		-
Income/(Expenditure) for the period	<b>80,72,898</b>	<b>53,11,167</b>



**ICRW Asia is a not-for-profit organization, established on 3rd January 2002 and registered in India under section 8 of the Companies Act 2013.**

**ICRW Asia**

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**Jamtara Project Office:**

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**Facebook:** @ICRWAsia | **Twitter:** @ICRWAsia | **Instagram:** @icrwasia

**LinkedIn:** <https://www.linkedin.com/company/international-center-for-research-on-women-icrwasia/>