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**SIGHT**

Why grant-making in India needs a gender lens

## Acknowledgements

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We are grateful to our partners GuideStar India and ANDE for connecting us to their networks of social organizations and for seamlessly administering a first-of-its kind survey on gender lens in grantmaking in India. We would also like to thank the 328 social organizations who participated in the survey.

It is only due to the dedication and generosity of these supporters that Dasra has been able to publish this guide to applying a gender lens to grantmaking in India.

# Why did Dasra publish this guide?

Gender lens investing is fast gaining momentum in the developed world with conclusive evidence of improved economic returns for investors who take a gendered approach to investing. Globally, a gender lens is being applied to businesses – social or otherwise.

Through 16 years of research, conversations with sector experts and funders, and due diligence of ~2,000 social organizations, Dasra realized that accounting for gender in grantmaking and program design is critical to success of non-profit programs. Unfortunately, the conversation on gender lens in grantmaking in India is still limited.

As a part of its ongoing efforts to help funders make effective giving decisions, Dasra's whitepaper hopes to serve as a thought leadership piece and guide to help grantmakers realize how adopting a gendered approach will create deeper impact and result in improved returns. It intends to put the onus on the givers (funders) and doers (non-profits) to drive conversation and action on the critical role gender plays in the socio-economic development of India; demystify the concept of using a gender lens; trigger self-evaluation; and pave the way for more funders and non-profits to actively adopt a gender lens.

## **Gender Lens Investing for gender equity and equality**

Gender equity is the process of being fair to women and men. To ensure fairness, strategies and measures must often be available to compensate for women's historical and social disadvantages that prevent women and men from otherwise operating on a level playing field. Equity leads to equality.

Gender equality requires equal enjoyment by women and men of socially-valued goods, opportunities, resources and rewards. Where gender inequality exists, it is generally women who are excluded or disadvantaged in relation to decision-making and access to economic and social resources. Therefore a critical aspect of promoting gender equality is empowering women, with a focus on identifying and redressing power imbalances and giving women more autonomy to manage their own lives.

Gender lens investing includes:

- Investments that promote gender equality and equity in the workplace by investing in private sector companies with leading gender policies that also extend across their supply chains.
- Investments that increase access to capital for women entrepreneurs and businesses that have women in leadership positions.
- Investments that increase the number of products and services that benefit women and girls by directing capital to socially responsible businesses that develop and offer these products and services.



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# Why Think Gender In Grant Making?

Simply put, it enables maximum impact



Photo Credit: SNEHA



All grant makers have one thing in common – they all want to make a difference to the lives of the most marginalized populations.

Making a real difference through philanthropy requires an understanding of context – an appreciation of the people, places or issues on which you are choosing to have an impact – and an ability to view problems from diverse perspectives. The better you understand how a particular group experiences a situation, the greater your ability to design, identify or fund programs that meet the needs of your target population.<sup>1</sup>

Men and women are often impacted differently and disproportionately by social issues such as poverty, health, domestic violence or education.<sup>2</sup> Gender lies at the heart of these differences. Funders aiming to maximize the impact of their grant making must consider the impact of gender on their target population in the context of the issues being addressed.

This guide is intended to help grant makers generate the highest return on every rupee invested by incorporating gender, a critical yet often overlooked aspect, into their funding approaches. The guide will:

- Demonstrate how gender is a key determinant of the success of any development program
- Present a current landscape of the extent to which funders and social organizations in India are incorporating the gender lens in their grant making and programming
- Help funders map themselves on a gender continuum
- Provide strategies to progress along the gender continuum

# What Is Gender Lens?

**Think of a gender lens as putting on spectacles. Out of one lens of the spectacles, you see the participation, needs and realities of women. Out of the other lens, you see the participation, needs and realities of men.<sup>3</sup> Your vision is optimum only when it is the combination of what each eye sees.**

**Gender is not the biological sex of a person.**

Gender refers to the roles and responsibilities of men and women that are created in our families, our societies and our cultures. It includes the expectations held about the characteristics, aptitudes and likely behaviors of both women and men (femininity and masculinity). Gender roles and expectations are learned, can change over time, and vary within and between cultures.

Gender accounts for the power differences between men and women. It explains why each of the genders is differently and disproportionately affected by issues such as poverty, health, domestic violence or education.



# How does it help?

A grant maker decides to fund the renovation of a secondary school building and re-initiate a defunct co-education program in a region where student attendance is low. It is now a far cry from the typical government school it used to be – a barely-there building which was mostly dreary and uninviting is now transformed into a well-constructed and colorful structure with a playground, and classrooms that are well lit and decorated with pictures, maps and books. As a result, the student attendance and engagement increases. The funder is satisfied that his funding is creating an impact on the ground.

**Has the program achieved its goal? Yes.**

**Is the program the most effective it can be? No.**

While the results show that student attendance increases, gender disaggregated data brings up several disparities between the attendance of boys and girls. A gender lens analysis shows:

- Majority of the girls in the target region perform household chores in the morning and the school timings (8am – 1pm) are unsuitable for them to attend.
- The absence of a separate toilet for girls (with access to sanitary material) in the school building makes it challenging for menstruating girls to manage their period and forces them to remain absent for some part of the month
- Lack of a safe mode of transportation to and from schools makes families hesitant to send girls to school

The funder addressed the universal, commonly known gaps for attendance and therefore achieved limited impact. Had the funder considered the specific needs of both genders – a more conducive school time, appropriate infrastructure to meet the health needs of growing girls, or engagement with the parents to allow girls to re-allocate their time from household chores to studies – the program would have been even more effective in bringing both girls and boys to school, therefore creating most impact for the funds invested.

**A gender lens helps design more effective programs.**

A majority of donors assume that gender neutral funding reaches men and women, and boys and girls equally. However, this is unlikely to be the case, given the social constructions, different realities of and expectations from (and of) both genders. Therefore, it is not about providing the same programs, treatment and opportunities for women and men. Rather, it is about creating transformative, meaningful opportunities and pathways that are appropriately targeted in order for both to benefit in the maximum possible way. In the case of gender, equity can mean treating people differently to accommodate their differences.<sup>4</sup>

### **A gender lens helps ascertain if you are indeed solving the issue.**

An effective gender lens seeks answers to questions such as: “Considering our interventions, are we close to solving the issue?” or “Given our interventions and goals, have we taken social determinants such as gender, age, and race into account as we work to solve the problem? If not, is it because we are leaving gender and other determinants out of the conversation?”

Take the case of domestic violence in India. Historically, most interventions were aimed at rehabilitative services for women after they have been subjected to violence. While this is a much needed intervention even today, such programs alone will not be able to solve the issue of domestic violence. What is missing is an examination of norms that support and condone violence, in addition to interventions addressing the perpetrator, who in many cases is the man of the house. Understanding his attitudes and environment that perpetuate such behavior and designing programs to change these, together with curative programs, would offer a transformative and comprehensive solution aimed at preventing and addressing the problem.

### **A gender lens ensures that you reach the most marginalized sections, whether women or men.**

Gender analysis does not apply only to women and girls. Because “neutral” has in fact meant “male” in most societies, including India, the result of a gender analysis points to a stronger focus on policies and programs for only women. But as several grant makers argue, it should also involve assessing the needs of boys and men.

For instance, typically social organizations have a stronger focus on designing healthcare programs for girls, while boys tend to be overlooked. Moreover, one national foundation, according to its president, is “looking more at gender roles for both women and men.” She notes that surveys of public attitudes increasingly find that men are dissatisfied with the roles assigned them, especially when those roles prevent them from “participating in family life.” Global evidence suggests that reaching out to men and boys through programs that deconstruct rigid norms of masculinity helps develop more realistic gender notions. Please refer to Appendix I for a snapshot of the current efforts to address traditional notions around masculinity by targeting men and boys.

### **The gender lens continuum: Where do you stand?**

The gender lens continuum is a diagnostic tool or a planning framework intended to support grant makers to evaluate the integration of gender perspectives into their work, internally – within their own organizations, and externally – in their partnerships with grantees.

The overall objective of gender integration is to move toward gender transformative programs and internal policies, thus gradually challenging existing gender inequities and promoting positive changes in gender roles and norms, thereby reaping a higher social return on grant making. For grant makers, the first step is to plot their own organizations and programs as well as their grantees’ to understand where most of your portfolio lies. The continuum reflects a spectrum – a particular project may not fall neatly under one type of approach, and may include, for example, both accommodating and transformative elements. Projects need not be started over, transformative elements can be integrated into ongoing programs, in a structured and systematic way, as explained in chapter II.

# GENDER EQUALITY CONTINUUM TOOL

## Gender Blind

### Ignores:

- The set of economic/social/political roles, rights, entitlements, responsibilities, and obligations associated with being female and male
- Power dynamics between and among men and women, boys and girls

## Gender Aware

- Examines and addresses gender considerations and adopts an approach along the continuum

## Gender Exploitative

Reinforces and takes advantage of gender inequalities and stereotypes

## Gender Accomodating

Works around existing gender differences and inequalities

## Gender Transformative

Fosters critical examination of gender norms\* and dynamics

Strengthens or creates systems\* that support gender equality

Strengthens or creates equitable gender norms and dynamics

Changes inequitable gender norms and dynamics

# GOAL

Gender Equality and better development outcomes

\* Norms encompass attitudes and practices

\* A system consists of a set of interacting structures, practices, and relations

### **Dig: The gender lens continuum: Making grants transformative**

Source: Gender Continuum developed by The Interagency Gender Working Group, a network comprising nongovernmental organizations, the United States Agency for International Development (USAID), cooperating agencies, and the Bureau for Global Health of USAID (<http://www.igwg.org/training/ProgrammaticGuidance/GenderContinuum.aspx>)



Photo Credit: Sanlaap

Gender blind policies and programs are designed without a prior analysis of a culturally-defined set of criteria. These include economic, social, and political roles, responsibilities, rights, entitlements, obligations, and power relations associated with being female and male and the dynamics between and among men and women, boys and girls. The project ignores gender considerations altogether.

Gender aware policies and programs examine and address the set of economic, social, and political roles, responsibilities, rights, entitlements, obligations and power relations associated with being female and male and the dynamics between and among men and women, boys and girls.

### Gender Exploitative

Policies and programs that intentionally or unintentionally reinforce or take advantage of gender inequalities and stereotypes in pursuit of project outcome, or whose approach exacerbates inequalities. This approach is harmful and can undermine the objectives of the program in the long run.

A television campaign in Bolivia aimed to increase use of condoms featured a young man who said very proudly that that he used a different color condom with each of his several girlfriends. The intended message was that he used condoms whenever he had sex, a “safe sex” message. Although condom sales may have increased at the beginning (as per the goal of the campaign), it reinforced the harmful stereotype that ‘macho’ men have multiple partners and undermined the notion of joint decision-making being a safe sex behavior.

Source: USAID and IGWG. (2009). Integrating Gender Into Reproductive Health and HIV Programs: From Commitment to Action.

### Gender Accommodating

An approach that recognizes different gender needs and accommodates societal roles as a means to reach set project goals. Although this approach may result in short term benefits and realization of outcomes, it does not attempt to reduce gender inequality or address the gender systems that contribute to the differences and inequalities.



A gender accommodating project would choose to change the school's timing from morning to afternoon because they find that girls are needed at home to help with household chores earlier in the day. While this might help get girls to school, the program does not challenge the status quo of only girls, and not boys, having to bear the burden of family responsibilities.

### Gender Transformative

An approach that seeks to create more equitable relationships between genders, and challenges gender and societal norms. A gender transformative organization will have a gender-analysis in its programming that calls to question and directly addresses traditionally defined gender roles, norms and perceptions. Hiring and staffing practices will also include a commitment to diversity and ongoing dialogue about gender internally and will seek an appropriate gender balance in decision-making roles.

Arab Women Speak Out (AWSO) is a documentary, advocacy, and training project to promote women's empowerment and active participation in social development in the Arab world. The project features print and video profiles of Arab women who are perceived and respected as innovators within their communities. The primary purpose of the project is to share these women's experiences and skills with their peers.

Out of the AWSO methodology came the development of a toolkit called African Transformation (AT), designed regionally to engage both women and men in a similar process around critical analysis, dialogue and action.

AWSO has inspired increased participation in new business ventures, community meetings and community efforts to improve healthcare. AT inspired a significantly more equitable view of men's and women's roles and a recognized importance of shared decision-making and the benefits that accrue when women and men work together. The program also had a positive effect on men's perceptions of men who assumed non-traditional roles and evidence of decreased tolerance for partner violence.

Consider the following example of a gender accommodating program in which adopting a gender lens made all the difference to the program impact. It demonstrates how a promising, generously-funded, and widely implemented development program would have failed to achieve the desired outcomes had it not accounted for the gender divide between men and women.

### *Kilkari*

Kilkari is an mHealth education service developed to prompt healthy behaviors among pregnant women and mothers of children under the age of one in Bihar, India. It is part of the Ananya program funded by Bill and Melinda Gates Foundation and delivered in partnership with the state government of Bihar with funding totaling ~US\$122M over 2010-2015. The idea is that once a woman subscribes to the service, she receives weekly phone calls about maternal and child health, linked to her stage of pregnancy or her child's age. From reminding a woman to take her iron pills to reminding her to start feeding her six-month-old semi-solid foods, it delivers critical information at the right time for each person.

As the mobile was key to the success of the program, while designing Kilkari, BBC Media Action undertook a research study to understand the gender divide in mobile ownership and use. This study proved critical in the success of the program. The study found that among those families who owned mobile phones, majority of households had two phones. Typically the newer phone accompanied the males, many of whom were landless laborers, when they went out to work; the second and older handset was usually left at home. All women interviewed have access to this household phone. However, unlike the primary 'male' phone, this household phone does not usually have enough credit balance to receive a message from the subscription-based service. Instead, its main purpose is to receive calls from the primary phone.

The content of Kilkari is clearly aimed at women and typically would have been sent to the household phone. However, having understood the gender and digital divide, the approach was tailored accordingly. Since only the man's phone has the necessary credit, the content is targeted at the whole family, in a way that prompts men to share information with their wives. This is why, for example, calls were timed to reach the man in the evening when he is more likely to be at home, increasing the chances that he will share the message with his wife.

Source: BBC Media Action, (2013). Health on the move: Can mobile phones save lives?

The program above could be made gender transformative by working with men and communities to sensitize them to encourage ownership of resources (phone and phone credit) by women and targeting messaging to encourage men's engagement in improving maternal health. While the ultimate goal is transformation, funders may have to plan both accommodating and transformative activities, or even work with other partners who are working in a more transformative space to improve returns on investment.



# How Do I Make My Grant Making Transformative?

Priorities  
Processes  
People  
Portfolio



Photo Credit: Educate Girls



Dasra's interviews with leading foundations in India highlight several key strategies which grant makers can adopt to make their own organizations and those of their grantees move up the gender continuum.

A gendered approach works best when it is incorporated into the very DNA of an organization, valued and understood across all levels and woven into all aspects of its work: strategic, operational and cultural. Funders have the additional responsibility to lead by example if they are to push their grantees to account for gender differences in program design. Through secondary and primary research, and expert interviews, Dasra has identified that in the case of most gender-wise funders, a gender analysis is reflected in their funding priorities, processes and people and is then applied to their portfolio of grantees. While every organization is likely to apply a gender lens differently, they should aim to move along the gender continuum towards becoming more gender transformative to improve return on investment and create a sustainable impact. This section highlights approaches that grantmakers can adopt to move along the continuum.

# Weaving a gender lens into the

# 4Ps:



## PRIORITIES

- Identify women and girls as a high-priority beneficiary group for funding to strive for gender equity and equality
- Use an intersection of lenses – gender, caste, religion – when setting priorities

## PROCESS

- Institutionalize a gender lens through internal policy directives, frameworks and toolkits, and impact assessment
- Provide learning opportunities for staff to understand gender equality

## PEOPLE

- Drive the gender lens agenda through the founder and leaders of the organization
- Promote gender diversity and equality in leadership, staff and board membership for better decision-making

## PORTFOLIO

- Build capacity of each grantee to drive gender through their priorities, processes and people, and create platforms for peer-learning among grantees
- Collect impact data – outreach and outcomes – disaggregated by sex and other appropriate determinants such as age

# PRIORITIES

**Of the 328 organizations Dasra surveyed, 54% reported that 50% or more of their outreach comprised of girls. There is a need for more organizations to design programs in a way that reach out to both boys and girls effectively.**

## Identify women and girls as a high-priority beneficiary group for funding

Girls and women are often the most marginalized lot across development sectors; investing in them will maximize ROI. Most existing programs that target both women and men are heavily biased towards men who serve as default beneficiaries. Thus, foundations must actively identify girls and women as a priority-action group, include them in their outreach targets, and set aside budgets to fund and design programs for them.

Besides investing in programs for women and girls, funders should also evaluate the impact of their work within the communities in which these women and girls live. Funders must allocate funds for sensitization of men and boys, and also partner with other organizations working with men and boys to prevent unintended consequences and also facilitate a transformative process.

# Q

### **Questions to consider while setting funding priorities**

What proportion of the foundation's budget should be allocated to programs for girls and women?

How could the foundation identify the most impactful and scalable programs and organizations targeting girls and women within each sector of interest?

How many women and girls is the foundation impacting?

## Use an intersection of lenses when setting priorities

Foundations should also identify and incorporate the complex intersectionalities of gender and other social parameters such as caste and religion into funding priorities to better impact the communities they intend to serve. As the India representative of a global foundation explains, "If I am woman in a poor community, I am marginalized, but if I am a Dalit woman in the same community, I am doubly marginalized and it makes sense for a funder to invest in the latter to get the maximum return."

# Q

### **Questions to consider while selecting orgs and programs to fund**

What percentage of the grantee organization's budget is committed to programs for girls and women?

How many women and girls are being reached through each program funded/administered? How has the program changed women's/girl's lives?

In case of joint programs, how has the grantee organization accounted for gendered differences in program design, implementation and impact assessment?

In case of joint programs, does the grantee organization set separate outreach targets and budgets for the various gender groups addressed?

Is there a need to take on other lenses of caste, religion, geography to better deliver programs?

How does the grantee organization account for the inter-sectionalities between gender and the other lenses?



**Establishing processes to ensure that gender perspectives are being accounted for at every step is an important way to sustain the effort beyond individual personalities and champions. Funders can use several tools and frameworks to institutionalize a gendered approach across various functions such as:**

### Proposal design and evaluation

To better understand the gendered components of a program, funders must ask questions about quantifiable metrics such as beneficiary outreach and outcomes as well as budget allocation disaggregated by gender. Further, probing for program design details helps understand if both genders have equal access. For instance, one foundation discovered that a universal program offering skills training held classes late in the evening negatively impacting girls' attendance due to restricted mobility at that time.

#### *for example*

All proposals of a large global foundation require a gender analysis framework at the project and activity level. The project design has to take into account how the different roles and status of women and men affect the activities to be undertaken, and how the anticipated results of the work would affect women and men differently.

Similarly, another global foundation uses diversity tables to ask all its grantee/potential grantees for information on governance structure and staff.

### Hiring, Staff Training and Performance Evaluations

Almost all foundations Dasra spoke to emphasize the importance of a formal and on-going process of employee and staff training on issues of gender across all levels of the organization. Organizations must aspire to create safe spaces where employees can raise concerns over gender issues (such as discrimination in the workplace based on sexual orientation) and seek clarity on how to apply a gender lens to their work.

#### *for example*

One of the leading foundations of India that Dasra interviewed focuses heavily on gender trainings. After the Nirbhaya incident, it appointed a gender expert to conduct regular trainings for staff and to create safe spaces for men, women, and other genders to openly discuss their personal and professional dilemmas, concerns and biases around gender and how to overcome them. The foundation stresses that the topics at these discussions also included men's vulnerabilities and recognizing areas in which men could use and provide support.

Another major foundation periodically brings together its grantees to conduct gender sessions and is more than happy to fund conferences on gender for its grantees.



Photo Credit: Magic Bus

### Internal Performance Reviews

Though not a common practice, foundations agree that incorporating metrics on how effectively employees adopt a gender lens in their daily activities and core job responsibilities into performance evaluations can be an effective mechanism to establish an organizational culture that truly values and rewards a gendered perspective.

### Sexual Harassment and Gender Policies

While policies do not ensure a gendered approach, they can facilitate the creation of a gender-sensitive work space by establishing protocols and acceptable attitudes and behaviors.

# Q

#### **Questions to consider while assessing gender diversity of an organization**

Are the programs for women and girls exactly the same as programs for men and boys? Does the proposal include regular monitoring mechanisms to ensure that the both women and men are benefitting from the program? Does the program disaggregate data by sex?

Does the organization formally train on adopting a gender lens? How regularly are these trainings conducted?

Does the organization have a sexual harassment or gender policy?

Are gender-sensitivity and understanding of gendered differences evaluation criteria during recruitment and performance appraisals?



## Driving the gender lens agenda through the founder and leaders

A majority of the foundations that Dasra interviewed considered their leader/founder instrumental in laying the groundwork for a gender-wise organization. While some leaders learn on the job that a gender lens is indispensable to their work and actively drive the agenda through policies, decisions and other processes, others bring their personal commitment to being more gender-sensitive to the workplace and set examples for others in the organization to follow suit. As the Sustainability Head of an Indian foundation explains, **“The founder always believed that investing in girls would create a multiplier effect and was extremely gender sensitive from the very beginning; having a woman CEO now has only pushed the agenda further and a gender lens is reflected in the culture and policies of the foundation.** For instance, we have crèches for children of our employees and several such gender-friendly policies.”

### Dasra's Survey Results

Insights from the ground

- Women-led organizations were more than 5x as likely as those led by men to have a higher representation of women in managerial positions and ~10x in Board positions
- For the largest organizations, proportion of women-led organizations is half the proportion of men-led organizations.

Another example of a leader driving the agenda can be found at a leading global foundation. The co-founder, in her capacity as a champion for the foundation's family planning work, is a strong advocate for gender equity, women in decision-making, and investing in girls and women. She has also been actively pushing the foundation to become a more gender equitable funder. As a result of this push from the founder, various divisions across the organization, have become more intentional about taking a gender lens. Different programs are being re-assessed to identify gaps and opportunities that could benefit from a gender analysis and tools are being developed for program officers. Interestingly, the data from the ground reinforced the foundation's vision, as all assessments of programs pointed to the need to understand and change underlying gender norms to drive behavior change.

### Questions to consider while evaluating the gender-sensitivity of the leadership of an organization

How cognizant are the leader and others in decision-making positions of the need and importance of adopting a gender lens?

Is the leadership of the organization actively driving the agenda of building a gender-equitable organization that is cognizant of the needs of the different people within the organization and within the beneficiary group being addressed?

# Q

## Promote gender diversity and equality in leadership, staff and board membership for better decision-making

Foundations interviewed by Dasra unanimously acknowledge that gender diversity among boards and leadership in an organization improves decision making by incorporating valuable perspectives that may not otherwise be available. In fact, gender diversity is commonly acknowledged in the corporate world to lead to better decision-making. A survey of Fortune 500 companies indicates that companies with higher female boardroom representation outperformed on various financial parameters such as return on sales and return on investment.<sup>5</sup> A recent study of the top 100 Indian companies (BSE 100) shows that companies with women on their boards performed better. The study revealed that the board of a private sector company, run by a professional CEO with a mix of both men and women, helped Return on Equity (ROE) rise by ~4% in 2014. In contrast, a similar company with a men-only board saw its ROE rise by a mere ~2% in the same period. These results could be replicated in the development sector, not only at the foundation level, but also at the non-profit level.<sup>6</sup>

Foundations should lead by example by ensuring adequate gender diversity within their boards, management and staff, and should actively encourage grantees to realize the value-add from involving more women in decision-making, especially at the field staff level, since inputs from people who work on the ground in program design could lead to more effective and impactful solutions.

### Dasra's Survey Results

Insights from the ground

- 2/3rds of organizations report an under-representation of women when it comes to manager and above positions, and the difference is starker as the organizations grow in size

# Q

#### **Questions to consider while assessing gender diversity of an organization**

- ↳ What is the gender ratio at different levels: board, senior management, and staff?
- ↳ Does the ratio of women to men decrease with higher levels of seniority?
- ↳ Is the environment conducive for women in senior management to voice their opinions?
- ↳ What steps is the organization taking to improve gender diversity, especially at higher levels?

# PORTFOLIO



## Build capacity of grantees to adopt a gendered approach

Funders who have understood the criticality of gender analysis for maximizing the impact of funds and resources, can and must drive the agenda with their grantees and partner organizations. The capacity building process should start during the initial due-diligence stages when funders can push non-profit leaders to think about the gendered components of their programs. Through formal and informal interactions, funders should help non-profits see the value in undertaking a gender-analysis, assist them in thinking through all aspects of the program with an added gender lens – from design to measuring impact.

Funders also must treat these interactions with grantees as an opportunity to get insights from the ground and seek to learn from the grantees while building their capacity. A government official Dasra interviewed pointed out that adopting a gender lens in development tends to become very top-down, and would benefit from transitioning to a much more participatory process with involvement from the community either in the form of beneficiaries, in program design, or incorporating findings from the ground into a grant makers' tools and due-diligence processes. One way to ensure a gender lens would be to require an initial gender analysis or participatory rapid appraisal of the program context as part of the program design.

### Dasra's Survey Results

Insights from  
the ground

- Of the organizations consistently collecting output/outcome data, disaggregated by sex, the ones that were asked for such data by at least one funder as a reporting requirement were 2.5 times more likely to collect this data
- Organizations were twice as likely to consistently train staff when asked by at least one funder to do so as a reporting requirement

#### *for example*

A global foundation looks at the design of programs and the social constructs in which it operates and brings up specific issues with the grantee. As the India country representative explains “When organizations say they offer universal skills training program for both men and women and have the classes at night, they are really not designing gendered programs and we flag these aspects and address them together with the grantee.” (This particular program did not take into account that women may have limited mobility at night, and could be put at risk of violence).

## Incorporate a gender analysis into impact assessment

Disaggregation of program data by sex is the first step in understanding the gendered nuances of a program's outcomes and impact because what gets measured gets done. This data can further be disaggregated by other social parameters of economic status, age, caste, religion to identify the most poorly addressed group and subsequently customize specific components of the program design to better address their needs. As a foundation leader explains: "If in a livelihoods program, your target group is women, and you fail to account for the inter-sectionality between caste and gender, then you could end up with several high-caste women with jobs, while the most marginalized lower caste women would still get neglected."

### Dasra's Survey Results

Insights from  
the ground

- Only 25% of organizations consistently set minimum representation targets for women/girls in their joint programs
- Only 1/3rd of the organizations consistently collect and analyze output/outcome data disaggregated by gender

# Q

#### **Questions to consider during conversations with grantees**

- What is the potential grantee's' understanding of a gender lens?
- Are there any aspects of the program that need to be altered to better serve the needs of women and men?'
- How aware is the organization of the social constructs and norms in which it is delivering the programs? If it is addressing a new area of operation or a new demographic, has the organization invested sufficient time in understanding and accounting for the norms in which beneficiaries live?
- Does the grantee collect outreach, outcome and impact data in a disaggregated manner by sex, age, caste, socio-economic status?
- Does the grantee further analyze data for each separately to identify gaps in outcome/impact achievement?

# Q

#### **Questions to ponder on as a funder**

- As a funder, is a gender lens reflected in our logic model, in the metrics we use to measure results and the targets we set?
- As a funder, are we asking potential grantees to report on gender-disaggregated metrics?
- Are we ready to invest time and resources to support our grantees to understand the approach, learn from experts, and apply it to their work?
- Having built capacity of individual grantees, do we create opportunities for our grantees to learn best practices from each other?

# Is India Taking The Gender Lens?



Photo Credit: Educate Girls



Dasra conducted a survey of 328 non-profits and hybrid organizations from various sectors – education, health, livelihoods, sanitation, energy, environment, human rights, micro finance, governance and financial literacy – to understand if and how organizations are taking a gendered approach to programming and grant making.

#### KEY INSIGHTS

**Priorities:** Most organizations run joint programs, making adopting a gender lens critical to effective program delivery. A gender lens is largely linked to equal opportunity and gender diversity, rather than greater impact.

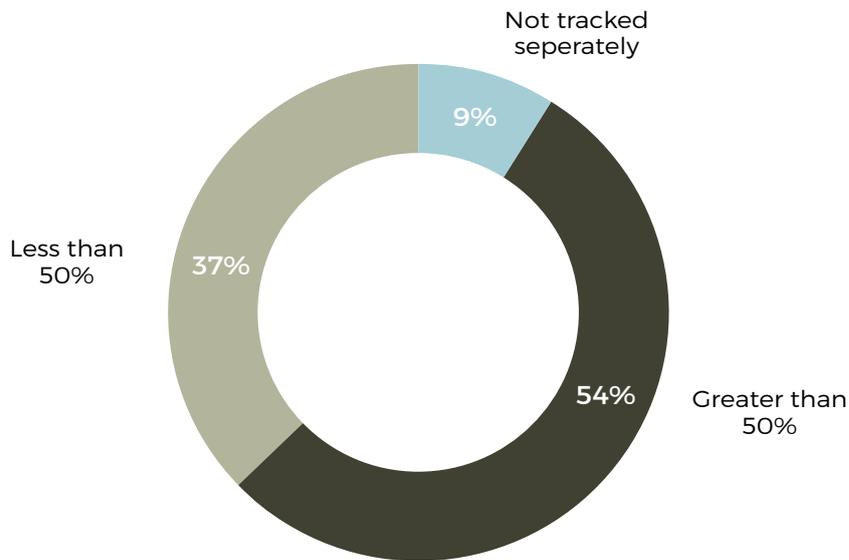
**Processes:** There is a strong correlation between adopting a gender lens and funder reporting requirements, necessitating the need for funders to actively push their grantees to adopt a gender lens.

**People:** Gender representation within the organization and in beneficiary outreach closely linked to leadership at the organization.

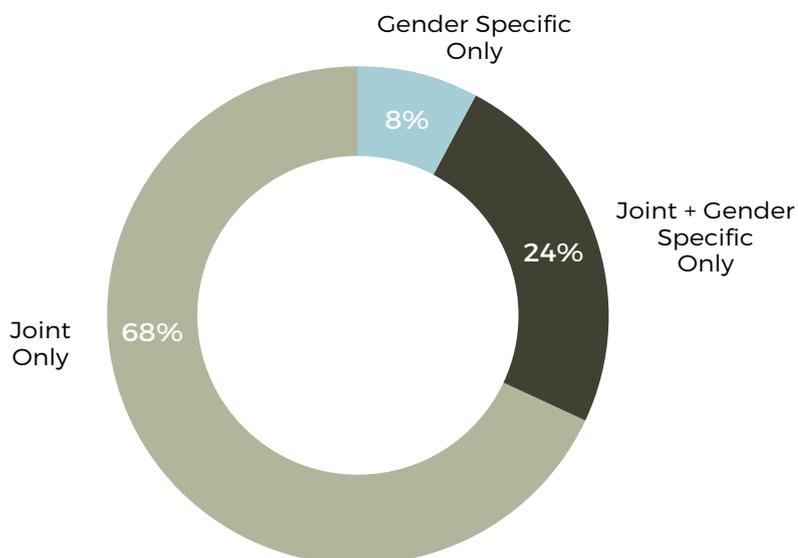
## Most organizations run joint programs, making adopting a gender lens critical to effective program delivery.

Only 54% of organizations reported having women/girls as more than half their beneficiary base. However, joint programs focusing on both men/boys and women/girls are the most common method for program delivery - 2/3rds of all organizations surveyed operate exclusively through joint programs. It is therefore critical to ensure that such programs consider and address gendered realities rather than offering universal programs.

What percentage of your outreach consists of women/girls?



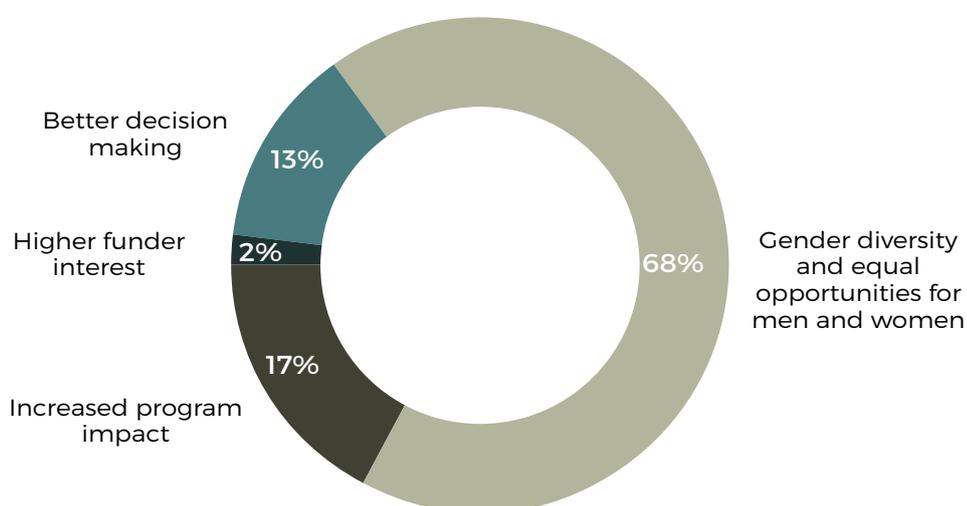
What type of program do you run?



## A gender lens is largely linked to equal opportunity and gender diversity, rather than greater impact

- 68% of the organizations selected gender diversity and equal opportunities for men and women as the greatest benefit of adopting a gender lens. This is also reflected in their outreach targets and number of women representation in their staff. This response indicates that gender is still linked largely only to representation.
- Less than 20% of the organizations said a gender lens leads to greater program impact, highlighting the limited understanding of the fundamental link between adopting a gender lens and increasing program impact.

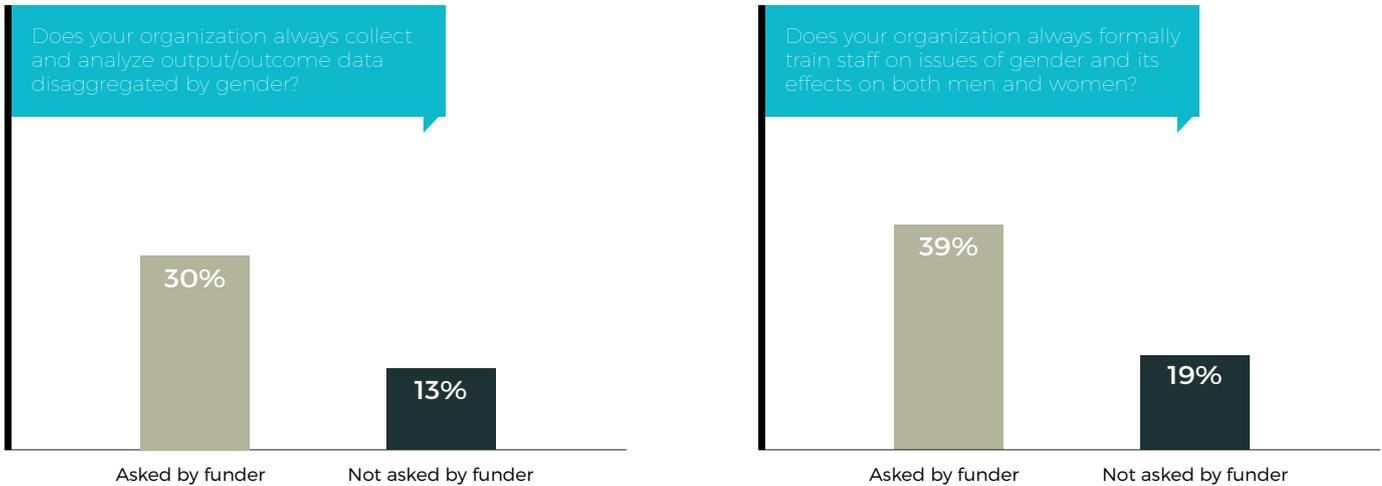
### What is the Greatest Benefit of a Gender Sensitive Organization?



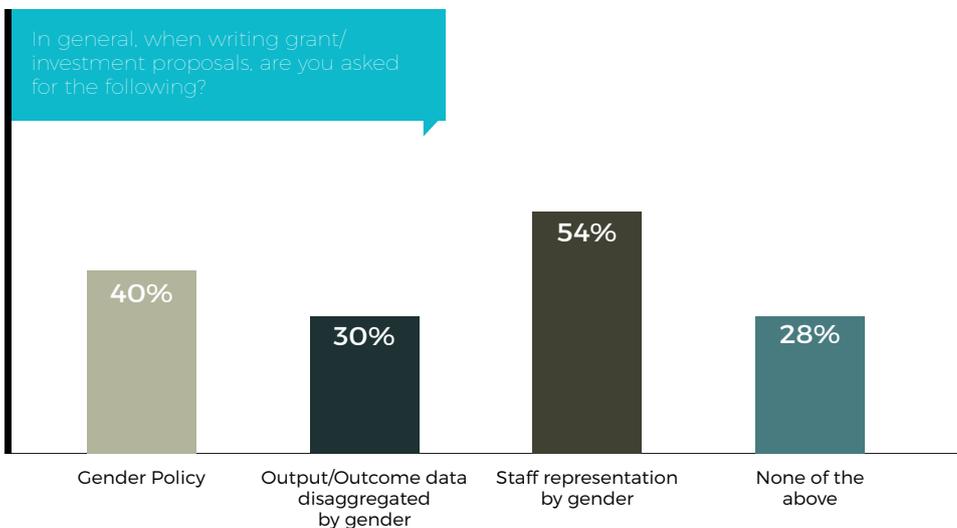
## There is a strong correlation between organizations adopting a gender lens and funder reporting requirements, necessitating the need for funders to actively ask their grantees to adopt a gender lens

The survey results indicated that organizations' gender practices were impacted by whether they had encountered funders who focused on their policies.

- Of the organizations consistently collecting output/outcome data, disaggregated by gender, the ones that were asked for such data by at least one funder as a reporting requirement were 2.5 times more likely to collect this data
- Similarly, organizations were twice as likely to consistently train staff when asked by at least one funder to do so as a reporting requirement



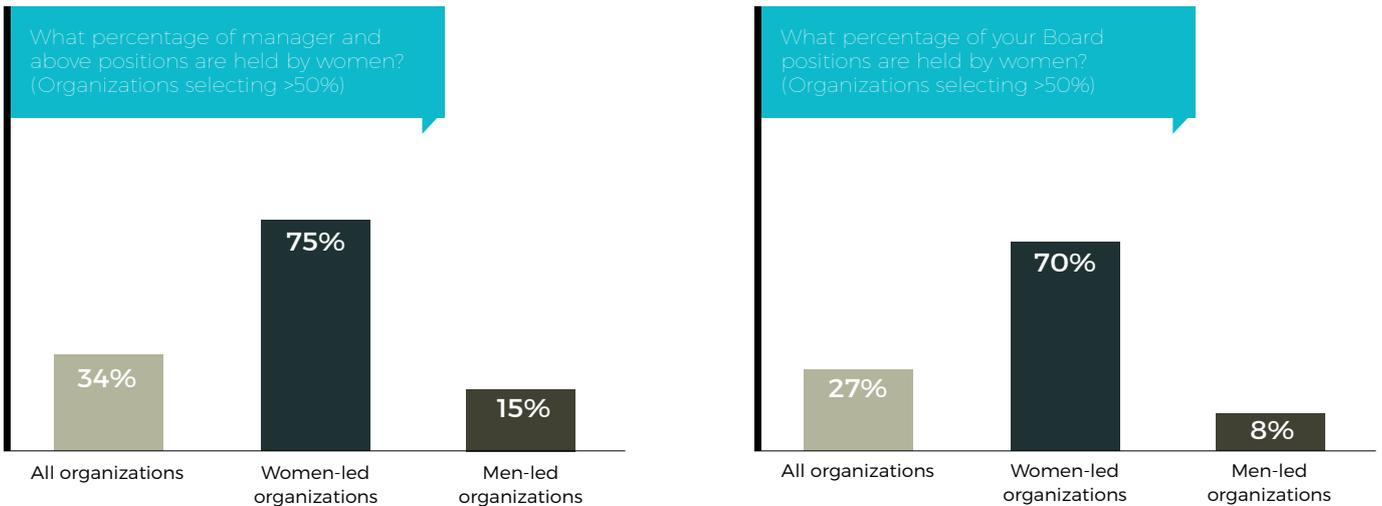
- Currently, there is room for funders to increase their level of focus on organizations' practices. Most organizations did not report funders asking for gender-specific data, with nearly 30% organizations never being asked for any gender-specific information.



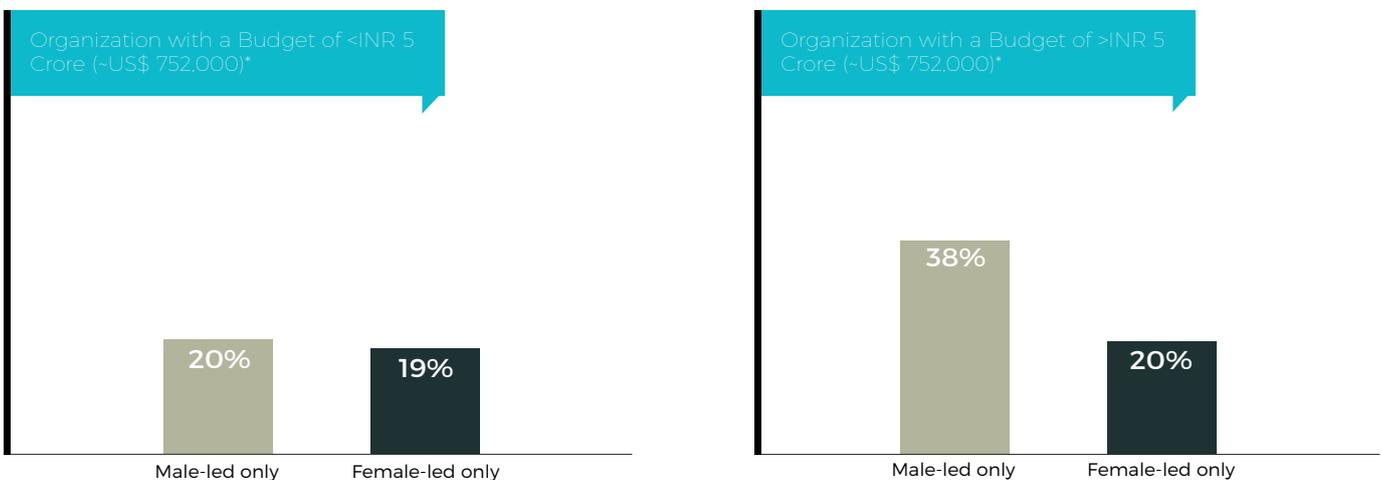
## Gender representation within the organization and in beneficiary outreach closely linked to leadership and size of the organization

**Leadership:** While representation is only a small component of adopting a gender lens, the survey reiterated the importance of leadership in driving a gendered approach. There was a clear segregation between women-led organizations and others in terms of number of women in managerial positions.

**Women-led organizations were more than 5x as likely as those led by men to have a higher representation of women in managerial positions and ~10x in Board positions.**

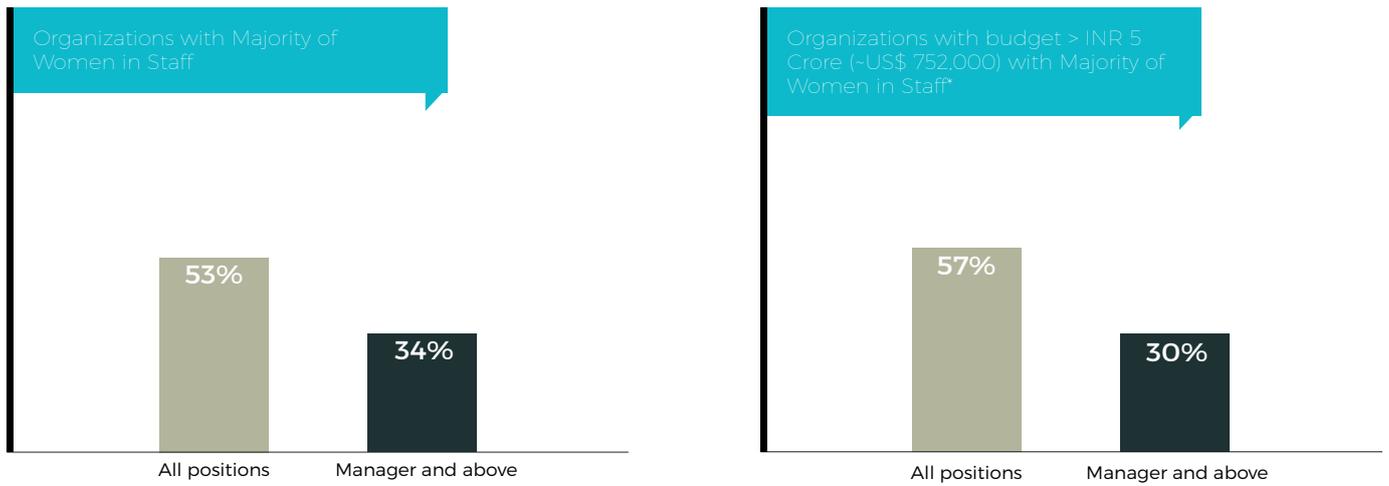


**Size:** There is a near equal ratio of men-lead and women-lead organizations for smaller organizations. As the size of the organization increases, more men emerge as leaders. For the largest organizations, proportion of women-led organizations is half the proportion of men-led organizations.

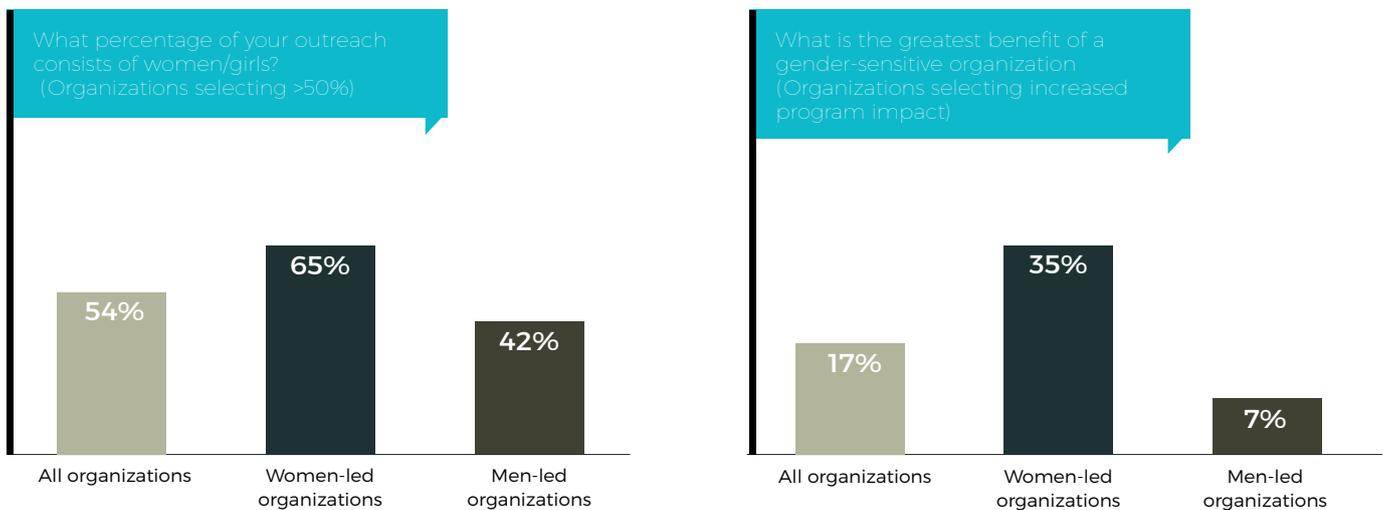


\* The rest of the organizations are co-led. Exchange Rate: US\$ 1/INR 66

**Management:** 2/3rds of organizations report an under-representation of women when it comes to manager and above positions, and the difference is starker as the organizations grow in size.



The importance of female representation in leadership of organization was highlighted by the direct correlation between women-leadership and representation of women and girls in organization outreach. Women-led organizations were also more likely to highlight the link between gender-sensitivity and increased program impact.



\*Exchange Rate: US\$ 1/INR 66



# Give Smarter Think Gender



## Recommendations for funders

Funders acknowledge the importance of adopting a gender lens, but operationalization often poses a challenge. Below are key recommendations that will assist funders on their journey as they strive to move along the continuum towards becoming gender transformative.

## 1 Invest in chalking out your unique journey towards becoming gender transformative

Invest your time and resources in understanding the concept. There is no formula to adopt a gender lens and funders must take the time to identify their unique pathway to integrate gender into all aspects of their work- internally and externally. Funders must constantly ask themselves the questions highlighted in this report, drive these conversations with peers, and push grantees to understand and incorporate a gendered approach into programming.

## 2 Do not confuse gender with women

Grant making with a gendered approach is not and should not be the particular domain of women. Thoughtful, deliberate and therefore ultimately effective grant making comes from listening to many voices – women’s and men’s – in the boardroom, within the organization, on the field, or with communities.

## 3 Start small, start now.

Adopting a gender lens does not mean starting over. Gender lens elements can be integrated into ongoing programs, in a structured and systematic way. Incremental changes in the 4 Ps: priorities, people, processes and portfolio will ensure transformative grant making that is not only effective but sustainable.

## 4 Seek gender-transformative programs to fund.

This can be a virtuous or vicious cycle: Without demand, supply will be suppressed, but greater demand can initiate conversations that will lead to more programming with a gender lens. Apply a gender lens through the continuum – from due-diligence to measuring impact.

## 5 Be patient for the benefits to manifest

Adopting a gender lens often entail questioning deeply entrenched gender norms, resulting in a long-drawn process of transformation. Since programs that actively take a gender lens often involve a strong behavior-change component, the impact is gradual.

## 6 Invest in measuring impact and building evidence

There is a critical need to build an evidence base of the impact of applying a gender lens to grant making in India. Measuring impact involves expensive longitudinal and cost-effectiveness studies. Funders should invest in developing monitoring and evaluation frameworks capable of collecting and evaluating gender disaggregated data on qualitative aspects of the program such as those relating to empowerment. They should also allocate resources towards creating case studies, and documenting best practices.

## 7 Advocate with the government and influence peers

The government is increasingly recognizing the importance of accounting for gender in programs and policies. The larger, gender-aware funders, particularly foundations must leverage their experience, expertise, and relationship with the government to influence policies. The onus is also on more evolved funders to continually sharing learnings with the funding communities, especially with the new breed of young Indian philanthropists and other grantmakers.

**Dasra’s whitepaper is not a definitive blueprint on how grantmakers can adopt a gender lens. Gender transformation is a reflective process that goes beyond toolkits, metrics and mandates. Dasra’s whitepaper is a reflection of our commitment to building momentum around the global and national push towards a gendered approach towards development, and we invite YOU, one of India’s most influential development sector funders, to join us on this challenging, yet critical journey.**

# Appendices



Photo Credit: Sanlaap

## Appendix I

### Snapshot of initiatives engaging men and boys to deconstruct traditional gender norms

#### MenEngage's India network – Forum to Engage Men (FEM)

Part of the MenEngage global network, Forum to Engage Men is a network of individuals and organizations, which was launched on an all-India basis in 2007, with the primary objective of working with boys and men to build a just and peaceful society. It serves as a support base for generating and disseminating ideas and activist initiatives aimed at the reconstruction of masculinities to facilitate gender equality and non-violence.

#### Men's Action to Stop Violence against Women (MASVAW)

MASVAW is an alliance of men and organizations working on gender issues, committed to reducing incidents of violence against women. Raising awareness and recruiting new network members through cultural and advocacy campaigns, MASVAW is primarily active in Uttar Pradesh.

#### Baapanchi Shala (Father's Schooling)

Baapanchi Shala is an initiative that involves inviting men and other key stakeholders to be part of the process of understanding social and cultural meaning of fatherhood in the context of various regions of Maharashtra and work with men as fathers to protect rights of the children. While this campaign will be instrumental in acting on issues of fatherhood and child rights in the state, it is also expected to address issues of masculinities, gender-based violence and social justice.

#### Women and Girls Lead Global (WGLG)/The Hero Project

WGLG is a public-private partnership between ITVS, USAID, CARE and the Ford Foundation. It is a media strategy to promote gender equality and women's empowerment that combines documentary films, television partners, and local engagement campaigns to impact communities around the world by supporting ongoing NGO efforts to lift up women and girls. In India, the 'Hero Project' campaign supports the movement growing against gender-based violence in the wake of the 2012 Delhi gang rape. The campaign challenges damaging conceptions of masculinity, helping youth organizations use media to redefine gender roles and champion safer public spaces for girls and women. Center for Health and Social Justice (CHSJ) is the local partner.

#### Mobilizing Men

A program working to better understand what it takes to confront sexual and gender-based violence in institutional settings. Since early 2010, the Institute of Development Studies, with support from UNFPA, has partnered with civil society organizations in India, Kenya and Uganda to develop the program. Within India, Mobilizing Men is being led by CHSJ, established in 2006 with the mission to promote human development, gender equality, human rights and social justice. CHSJ has focused its activities on three main sectors: university campuses, local government, and human rights work with Dalit communities.

**South Asian Network to Address Masculinities (SANAM)** is a network of non-profits, academics and activists working to address biased notions of masculinities. It provides a platform to work together to develop a culture of resistance to gender based violence.

Please refer to Dasra's whitepaper Ladies and Gentlemen: Boys and men in India need a new meaning for masculine for a list of non-profit organizations in and case studies from this sector.

## Appendix II

Dasra would like to thank all individuals who have made invaluable contributions to this research. In particular:

Expert	Organization
Anand Sinha	Packard Foundation
Aparajita Gogoi	Centre for Catalyzing Change
Arundhati Muralidharan	Public Health Foundation of India
Dipa Nag Chowdhary	Mac Arthur Foundation
Joy Anderson	Criterion Institute
Kalyani Subramanyam	Naz Foundation
Katherine Hay	Bill and Melinda Gates Foundation
Kavita Ramdas	Ford Foundation
Laurette Cucuzza	USAID
Niyati Shah	USAID
Pamela Srivastava	Shiv Nadar Foundation
Patty Alleman	USAID
Ratna Sudharshan	National University of Educational Planning and Administration
Sharmila Neogi	USAID
Sheena Chhabra	USAID
-	International Corporate Foundation (Confidentiality requested)

## Appendix III: Survey design

Dasra designed a survey based on interviews with 12 experts and secondary research to understand whether and how social organizations in India adopt a gender lens.

The survey was administered to a sample size of 5000+ organizations through GuideStar India, ANDE, UnLtd India, Villgro, Ennovent, as well as organizations in Dasra's networks. The organizations surveyed were randomly selected from several different sectors such as education, health, livelihoods, sanitation, energy, environment, human rights, micro finance, governance and financial literacy.

Dasra received responses from 559 organizations, of which it selected 328 organizations based on:

- Legal status – the survey results include only non-profits and hybrid social enterprises, since the sample of for-profit enterprises who responded was too low
- Budget size – in order to be representative of organizations past the start-up stage, Dasra included organizations with annual budgets greater than INR 10,00,000 (~US\$ 15,000)
- Organizations who responded to all the questions in the survey

\*Exchange Rate: US\$ 1/INR 66

## Endnotes

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- 3 UNESCO, (2006). Gender in Education Network in Asia (GENIA): A Toolkit for Promoting Gender Equality in Education
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- 6 The Economic Times, (2015). Poke me: Is India Inc's new-found enthusiasm to have women board members a reflection of changing mindsets or mere tokenism?

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