

## Scaling Impact toward Systems Change: Exploring Gender Equality Efforts in India

*November 6-7, 2019  
New Delhi*

### 1. Context and Background to the Workshop

This workshop is part of Rockefeller Philanthropy Advisors' [\*Scaling Solutions toward Shifting Systems\*](#) initiative, which encourages funders to work collaboratively to place longer-term, more adaptive and responsive resources with grantees and investees to enable them to scale their solutions and impact on the world's most pressing problems.

This initiative was launched in 2016 by Rockefeller Philanthropy Advisors (RPA), the Skoll Foundation, and a committed group of Steering Group members from the Skoll, Ford, and Draper Richards Kaplan Foundations and Porticus. Since then the group has convened dozens of events and undertaken research with funders and partners in the US, Europe, Africa, Asia, and Latin America.

In 2017, as part of this learning journey, we studied practices and behaviors funders could adopt to support scaled solutions and impact, hearing from grantees with direct experience. Interviews and analysis with dozens of organizations resulted in five recommendations that have resonated with our peer funders: SCALE. In summary, SCALE is when philanthropic funders *Streamline processes; Collaborate more and better; Accelerate progress through non-monetary support; Learn about systems change; and Empower grantees*. Our second-year report in late 2018 illustrated how and why funders are 'walking the talk', and provided case studies of funders in collaboratives aimed at systems change. This second report included seven key findings. Among them were that collaboratives can be more effective and rewarding than going it alone; that shared alignment and expectations on a theory of change matter for success; and that proximity to issues and populations facilitates responsiveness.

A finding in the first year of Scaling Solutions through grantee interviews was that these organizations generally find they understand how to contribute to systems change better than their funders, and moreover, have much stronger connections with government bodies, UN agencies, and the business sector. This finding was documented as well in the [\*SDG Philanthropy Platform\*](#) that RPA co-leads with the United Nations Development Program (UNDP). In that initiative, it is apparent how powerful and important it is to do more to foster an active ecosystem in focus countries. Through this, grantees, social enterprises, governments at different levels, the

UN, business, and philanthropic funders solve problems together. The Platform calls this the Collaborative Pathway approach (see diagram in the annexes).

In 2019, we explored more deeply what collaborating for systems change looks like in a particular geographic area on a specific theme, in order to help funders understand the importance of local context and partnerships. This includes three country “deep dives” involving a workshop process that includes preparatory research and interviews, and a follow-up plan based on commitments made in the workshops. The workshops are in Kenya (July 2019), India (November 2019), and Colombia (February 2020). The first process in Kenya focused on access to universal health coverage and the broader area of health for all as expressed in Sustainable Development Goal (SDG) 3: *Ensure healthy lives and promote well-being for all, at all ages*.

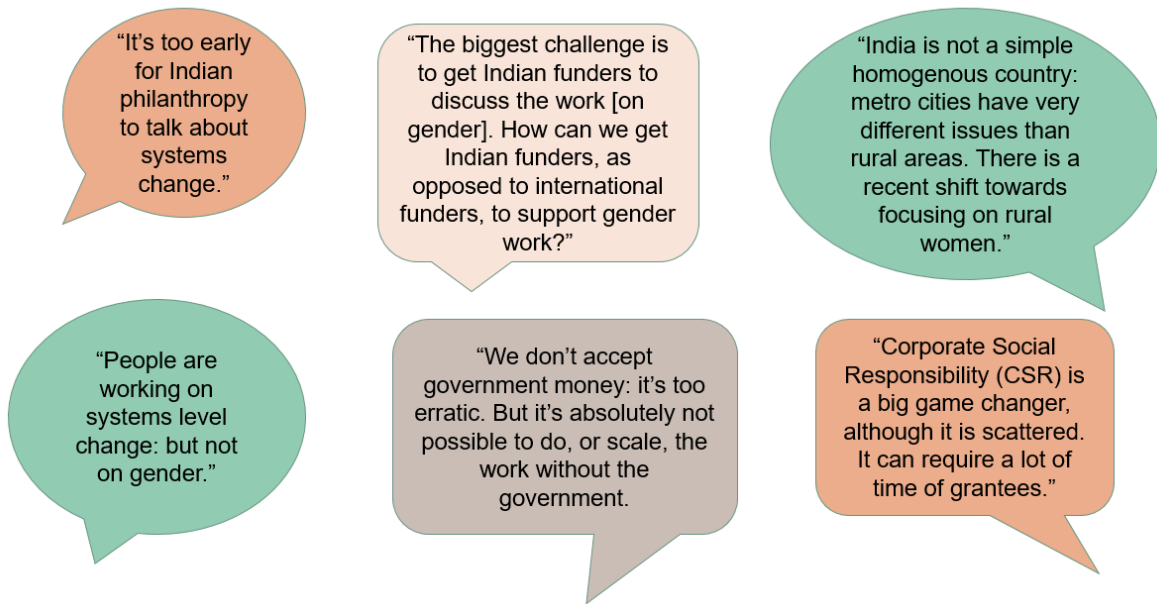
## **2. The India Workshop**

For India, Ashoka University’s Centre for Social Impact and Philanthropy and RPA decided to focus on SDG Goal 5: *Achieve gender equality and empower all women and girls*. Ashoka is a private research university with a focus on liberal arts, located in Haryana. The Centre is India’s first academic hub focused on enabling strategic and robust philanthropy for social impact. The Centre and RPA together selected potential interviewees and a workshop framework.

For India and most countries, achieving the SDG goals requires greatly scaled-up solutions and impact. This must be supported by at least some philanthropic funders adopting a systems approach, not least 1) addressing root causes; 2) shifting mindsets and behaviors; 3) supporting improved policies and implementation of those policies; 4) understanding and addressing power dynamics, and 5) paying attention to emergence and unintended consequences. At the same time, strengthening individual organizations’ ability to scale their work positions them better to shift systems through capacity strengthening, improving direct service delivery, advocating for better policies and practices, changing behaviors, social norms, and mindsets, and improving quality and access to facilities. Additionally, this can mean wider sector changes in order to create a more enabling environment for such scale of innovative solutions to take place.

## **3. Learnings and Outcomes from Pre-Workshop Research**

Prior to the workshop, we interviewed 12 stakeholders – funders, NGOs, and government representatives - to learn their perspectives on scaling solutions and impact as it relates to gender equality efforts in India. The interviews covered approaches to addressing problems, engaging with or thinking about the work at the systemic level, and impediments and risks. A range of responses, shared at the workshop as a starting point, is included below.



The interviews contained deep insights, some of which are excerpted below grouped into three major themes of inquiry.

A. Funding Patterns and Funders
<ul style="list-style-type: none"> <li>• Funders have higher expectations on measuring impact, not just hearing about activities and outputs.</li> <li>• It seems local funders emphasize capacity strengthening, and international grantmakers do not.</li> <li>• People are interested in donor collaboratives, and some funders have already been initiating or joining them. There is an emphasis on co-funding.</li> <li>• There have been some shifts in funding gender work (funding women-led NGOs and funding rural women and girls); there have been shifts away from funding gender (toward climate, for instance).</li> <li>• Issues like trafficking, slavery and subjugation of women are not really spoken about, so they do not get much funding.</li> <li>• Business tends to give to whom they know.</li> <li>• There is a lot of skepticism about the 2013 Companies Act that boosted corporate CSR, and corporates tend to stay away from funding gender and fund less ‘political’ areas like education.</li> </ul>
B. Data, Evidence and Research
<ul style="list-style-type: none"> <li>• The research does not exist to help define the problems within the field.</li> <li>• We need to be objective, and we need data to be objective, in a complex society.</li> </ul>

- We are collecting data (e.g., through RCTs), but not doing enough analysis, or building knowledge or knowledge platforms.
- Research is needed to move the needle on issues, but there is not motivation for researchers to focus on local or policy impact, since they are measured by the number of publications they produce.

### C. Barriers to Scaling Impact

- Power dynamics create imbalance between international organizations and local NGOs: it is critical for us to work towards equal partnership. Local and international organizations can and should play different roles in the work.
- We keep hearing about the few organizations that have scaled, but there are stellar small and medium-sized organizations that have difficulty getting access to funding.
- Very few organizations are able to change mindsets and behavior because most organizations work on a project basis.
- Media/communications can be an effective strategy towards changing mindsets about gender.
- Changing the culture is a very slow process.

## 4. Workshop Session 1: Keynote and Table Discussion to Frame the Issues and Set the Scene

Heather Grady of Rockefeller Philanthropy Advisors and Ingrid Srinath of Ashoka University opened the workshop with these objectives:

- Test and deepen our theory of change around how funders can support scaled impact and systems change, using gender equality in India as an example (drawing on conversations in this workshop and about 15 in-depth interviews covering all types of partners working on gender issues in India)
- Identify how philanthropic funders can move money in a smoother and more effective way – because these are fixable, human-made issues
- By the end of the workshop, have a clearer sense of how to design for systems change on gender, that we can take to funders
- Collect India perspectives on scaling and systems change to feed into future events (e.g., Women Transforming India Awards 2019) and a global report (March 2020)

Ms. Srinath shared an overview of facts on gender in India – she referred to gender statistics in India as “abysmal.” She noted India’s very low ranking on the UNDP Gender Inequality Index (#130 out of 189), the challenging sex ratio (918 girls: 1000 boys), and wage gap between men and women (exceed 120 rupees per day, both in rural and urban areas). Ingrid also noted some bright spots: increasing life expectancy for women, declining fertility rate and maternal mortality

rate, and fewer rapes reported in recent years.

Three participants then shared opening remarks, beginning with Mr. Inderjeet Singh, the District Magistrate in the Districts of Dungarpur, Chittorgarh and Alwar. Mr. Singh opened by inviting participants to share potential touchpoints for his remarks. A variety of themes arose including: the need to shift social norms and beliefs, how to make government systems more gender sensitive from the top to the district level, the potential for districts to truly *partner* with civil society – not just for service delivery, preventing quality from being lost when scaling up, avoiding an obsession with ‘scale,’ potential partnerships between government and business, managing pressure from different levels of government, and pursuing longer term agendas in light of changes in political parties. Inderjeet then provided insight into his daily work and how he came to partner with Educate Girls, as well as several other CSOs, towards effective government schemes. CSOs have been excellent partners in increasing literacy, for example, in his district – but he has needed to both provide proof of concept to those in top government positions before there was willingness to fund and scale initiatives, and has had to show colleagues that there are win-win scenarios.

Ms. Aiswarya Ananthapadmanabhan, Senior Manager of Partnerships of EdelGive Foundation, spoke about how EdelGive did not begin with funding gender work, but rather began with ‘livelihood’ – which it felt the parent company would better understand, and to drive employee engagement. EdelGive later developed a gender portfolio, and now focuses on collaboration and funding small and medium-sized organizations, rather than focusing on organizations that have already scaled. EdelGive has learned a lot from the NGO’s it funds about the power of collectives to create sustainable change. When it comes to collaboration, Aiswarya discussed the importance balancing the contributions of different sectors: each should know its role and not step on each other’s toes.

Mr. Maharshi Vaishnav, Chief of Staff at Educate Girls, discussed Educate Girls’ mission – to work with the most marginalized girls who are still not enrolled in universal education. Educate Girls’ path towards scale: starting with an idea, tweaking until it was effective, scaling to ten districts in one state, now expanding to a new state. He echoed Mr. Singh’s challenges with data collection: that the government does not have a realistic sense of how many girls are out of school, which has led to complications with payment quotes for impact bonds. Now, Educate Girls begins by gathering data on how many students are out of school, presents it to the local government, and then forms a partnership.

This was followed by an exercise using a common ‘systems approach’ methodology: delving below the tip of the iceberg. The Iceberg Model typically identifies four basic levels that contribute to situations. At the top is an event – an actual, observable event. Below this is patterns and trends over time that generate such an event. Below that are system structures that underpin the patterns. And ultimately it is mental models in societies or particular organizations that we use to perceive the world that define the thinking that creates the structures, which in turn manifest

themselves in the patterns and events. Mental models are people's deeply held assumptions and beliefs that ultimately drive behavior.

In systems thinking, iceberg models help expand our perception of a situation to see it within the context of a whole system (or systems), and not limit ourselves to addressing single events or patterns. The metaphor is that events are just the 'tip of the iceberg', the 10% above water that we observe. Layers of cause and effect sit beneath the everyday phenomena observed.

We generally learn mental models subconsciously, from our society or family, and are likely unaware of them. Mental models are the thoughts and processes of reasoning that need to exist for the structures to be the way they are. These mental models exist in the minds of the structure's stakeholders: the people who set up the structure or people who play a role in the way it operates. Mental models are often difficult to identify because they create many assumptions that are never made explicit.

Donella Meadows was an early systems thinker who talked about levels at which to intervene in a system, and the concept of leverage points at different levels. The Iceberg Model both illustrates the different dimensions to an issue, and offers insight into how to enact change most effectively within the system through what are called leverage points.

A leverage point is a place within a system where a small shift in one thing can produce big changes in everything. Leverage points are points within an organization or society where small changes can have large effects. Crucially, the farther down we intervene in the iceberg, the greater the leverage for change. The lower we go in the iceberg, the more leverage we have for transforming the system. Changing structures and influencing mental models has a broader, more far-reaching effect than reacting in the moment and addressing discrete events or patterns. Participants used this exercise to develop a list of what exists in each layer for six example events related to gender, and then in later sessions, use that to identify what programmatic goals and interventions we could use to promote gender equality in a more sustained way. The events and factors that exist in each layer of the iceberg are listed below.

**Events:** A real event that took place

- Government is giving bicycles to girls to keep them in school past 8<sup>th</sup> grade
- A woman inspired by the #metoo movement who reported a cabinet minister for sexual assault is now on trial herself for defamation
- A group of women trafficked out of southern states to Haryana
- A woman who married outside her faith was taken to court by her parents for mental incompetence (from Kerala)
- A successful female entrepreneur told us “my whole family wants me to fail at this”
- A commercial sex worker had to say she was a domestic worker to enroll her daughter in school

**Patterns:** The changes and the trends that we perceive taking place over time that will have caused this event

- Challenging social norms
- Less women visible in public
- Higher rates of maternal mortality
- Lower wages for women
- Lack of mobility/safety
- Movement of women to states with worse sex ratio (more men need wives)
- Movement due to promise of employment, which turns into trafficking
- Trafficking recruiters traveling to where there is higher unemployment
- Technology for fetal screening available to wealthier households
- Lack of women in leadership positions

**Structures:** Rules, social and organizational norms, policies, guidelines, power dynamics ... structures support, create and influence the patterns we see that lead events we are discussing

- Women’s low labor force participation
- Less decision-making power for women
- Networking opportunities
- Media sensationalism
- Glass ceilings and old boys’ clubs
- Dowry prevalence
- Unequal distribution of resources and rights (property, land)
- Anti-Muslim propaganda and politicization of religion
- Levels of women’s empowerment in different states
- Unpaid reproductive/household work and care
- Capacity and agency of girls and young people
- Incentives to give credit schemes to women
- Women’s representation in public institutions
- Ingrained patriarchy in institutions like police and judiciary
- Sexual harassment in the workplace and domestic violence

**Mental Models:** Ultimately drive behavior and keep the structures doing what they do. These are assumptions, beliefs, values, morals, expectations, values, thoughts and processes of reasoning that need to exist to cause the structures to be the way they are.

- Our culture is under threat
- Ours is the true-right religion
- Human nature is resistant to change
- Neoliberal economic models
- Women and girls represent family honor and shame
- Only sons carry family ‘legacy’
- Sons are wealth creators, daughters are a “drain” on family wealth
- Households are of higher status when they have sons
- Women are meant to work hard; men are expected to drink

## 5. Exercise: Who is Doing What, and Gaps?

This session began with some definitions that could help build on the previous discussion, using a systems lens.

- **Systems:** A set of things (people, resources, services, institutions, values, perceptions, etc.) connected through relationships and interactions with patterns of cause and effect
- Using a **systems lens:** "...a view that balances part and whole and focuses on complex interrelationships and patterns from multiple perspectives." (Derek Cabrera)

Various themes surfaced from the previous sessions. Highlights included:

- the diversity of issues (social, political normative) makes it feel daunting to adapt a systems-change lens
- systems-change invites multiple entry points
- it's helpful to find triggers that enable us to frame this positively
- how to translate this work to the language of a funder
- finding key levers that systems actors can utilize to start shifting the needle
- there is hope for CSR – which is beginning to discuss impact and collaboration and will also start funding research
- the philanthropic landscape has become too fragmented – and the more consultants there are, they often bring their own frameworks for measuring impact

The key objective of the following exercise was to develop pathways to more concerted efforts around promoting gender equality, with the idea that finding opportunities and gaps at the deeper level (of mental models) rather than surface (events and patterns) will create more momentum. This conversation led to the systems mapping exercise.

Participants in smaller groups were asked to draw a systems map that includes:

- Structures and systems that have an important influence on gender issues
- Flows of information and pressure
- Include partnerships, collaborations, or networks in business, philanthropy, civil society, government, academia, or media. Write your organization's name if you are a part of them.
- Put a **star** where there is positive dynamism/action on gender issues.
- Put an **X** in areas where there is redundancy or competition, and gaps that need attention.

Participants created four different maps, included in the annexes. Main themes that emerged from the systems maps included:

- Most group used a concentric circle approach – some with the individual at the center, as a means to ground the systems map
- Religion, technology and family were included in all maps



- It was suggested that religion is the most important, and most challenging system to address
- Media was marked as both a positive dynamism and a gap that needs attention
- Several groups mentioned the gap between existing laws (which do bring some hope to gender work) and the implementation of the laws (which often leave gaps)
- Women's access to financial information and the role of banks was mentioned
- Several, but not all group, noted philanthropy in India as a structure/system

## 6. Transformation Levers and Capacity

Naamah Paley Rose of RPA presented themes and key quotes that arose during the pre-workshop interviews. Those are reflected in a previous section of this report. She also shared that the SDG Philanthropy Platform identified four key systems transformation levels that enable transformative change. Those are: 1) influencing public policy and encouraging good governance; 2) shifting market investment behavior; 3) supporting social movements and changing social norms and behaviors; 4) using new technologies (such as machine learning, AI, and blockchain). For India, a fifth lever was added: 5) strengthening capacity and leadership development.

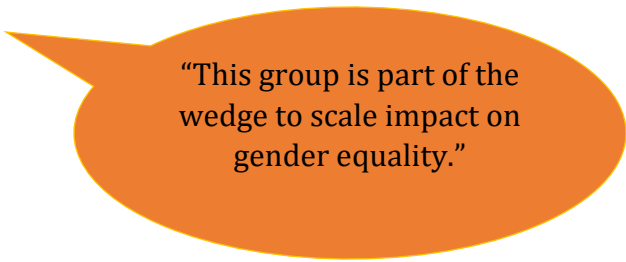
Then in plenary we heard from speakers and had a discussion on: "Which transformational levers are being used most effectively, and where are there missed opportunities and investments?" The two speakers were: Paromita Chowdury (Oak Foundation) and Avantika Mital (Dasra). Ms. Chowdury spoke about the Forest Rights Act and how the Oak Foundation has provided a range of support to help organizations inform public policy in order to scale impact. Oak decided to this could be an effective entry point. The decision to support the issue of Forest Rights was to strengthen women's leadership in the Forest Rights movement and empower them to bring forth their specific issues. Oak supported the SDG Philanthropy Platform, and through that partnered with UNDP in India, who have an advantage in terms of their relationship with the government and thereby can facilitate the response to demands from forest dependent communities at scale. At the same time, the ongoing partnerships with civil society organizations have helped in mobilizing forest-dependent communities especially women to claim their forest rights and support UNDP's effort in advocating for systemic responses. This is extended to not only awarding the titles but also supporting forest governance communities to effectively manage the titles.

Ms. Mital introduced Dasra's work as the pioneers of funder collaboratives – and noted that the earliest one focused on adolescent girls. Dasra began with a research study called Girl Effect, followed by a giving circle called Educate Girls, and then an alliance. Avantika described Dasra's general approach, and why it has decided to use donor education, collaboratives, and social audits, to move the needle. Dasra's role is to demystify systems change for funders – to guide them on a learning journey and enable them to evolve to a place where they are able to fund long-term. When it comes to gender, the outcomes Dasra is working towards are increasing agency; delaying age of marriage; delaying age of first pregnancy; completing additional years of education.

In the discussion that followed, participants spoke about what can be challenging when trying to motivate funders to join collaboratives: an unwillingness to 'play with each other,' a lack of intermediaries to convene and manage the backend, a lack of willingness to 'use voice' rather than just funds. There was discussion towards creating shared norms of giving – which is currently

lacking. Ingrid spoke about Ashoka University as a funder collaborative – all 100 donors have representation in the governance.

We closed the day with the idea:



“This group is part of the wedge to scale impact on gender equality.”

## **7. Taking Stock – Opening Day 2 with Reflections on Day 1**

Dia Chakraborty from the Skoll Foundation spoke about how Skoll’s perspective on grantmaking might play out in India. She spoke about Skoll’s background and the approach of the Skoll Awardees. Skoll works with the premise that organizations and entrepreneurs trying to effect systems must move beyond the silo of traditional issue areas and engage with the entire system. An open source approach is key. It is also important to support organizations that might not always have quantifiable outcomes (e.g. social justice organizations) – and that funders need to support change that does not necessarily have quantitative impact. The value of these deep dives is in bringing together an ecosystem of people working towards this shared cause.

Nisha Agrawal, formerly a World Bank economist and more recently the head of Oxfam India, spoke about her experience the previous day at a conference with 3IE, the International Initiative for Impact Evaluation. The conference focused on evaluation issues in malnutrition, sanitation, women’s empowerment, and philanthropy. She referred to a session on women’s empowerment in which panelists focused exclusively on economic measures of women’s empowerment, such as access to credit and increased incomes, which is not necessarily an indicator of women’s empowerment more broadly. An example is how rural women who have participated in programs that increased their incomes are generally still victims of domestic violence. Empowerment should be measured by other factors like women’s ability to make their own choices or freedom from violence. In addition, she underscored themes from the previous day of our workshop: in India, there is a lack of effective implementation of laws, and a lack of focus on changing social norms. Funders supporting the latter is a longer journey. Big funders in India (like Tata Trust, Azim Premji and the Gates Foundation) are now focusing on funding the government, often in favor of supporting the social sector. However, that can be replicating what the multi- and bilateral funders do already, rather than supporting the voice and agency of people’s organizations to advocate on their own to the government on pro-poor policies, for example.

In the follow-up conversation, participants spoke about the importance of funding networks of small NGOs, e.g., the Right to Education Network, which is 10,000 small NGOs across the country working on implementing the right to education law. Creating scale means funding small groups, and funding the networks themselves, not just large NGOs. However, it is difficult to obtain funding for networks, since funders do not necessarily see the value of the networks, and networks do not always speak the same language of impact and measurable short-term outputs and outcomes. There is fear that the largest funders have “given up on civil society,” and that there is a lack of trust that NGOs can move the needle forward. Participants expressed concern about the

term “scale,” asking whether the term itself makes society play into a power dynamic. One proposed using the term “proportion” instead of scale: that NGOs, for example, should strive for proportional responses to particular challenges, rather than scale per se. Finally, the group discussed the mythology that there are ‘neat solutions and all we need is for them to scale’. There was general agreement that, to achieve systems change, funders should not just fund what they determine as ‘best’, but rather, they should support the ecosystem within which organizations can thrive at scale.

## 8. Designing Initiatives for Scaled Impact on Gender Equality

In this exercise, participants were asked to design collaborative initiatives for scaled impact on gender equality, bearing in mind that intervening at the level of mental models and structures will create deeper and more lasting change than addressing events and patterns. We acknowledged that it takes much more time and requires addressing the complexity of the context. We may want funders to provide longer-term, more adaptive funding for longer-term systems change oriented initiatives – but they will generally still ask how we will know we are making progress along the way. ‘What will be measured?’

Workshop organizers had extracted a list from the previous day’s iceberg exercises, and posed the question, ‘What would be indicators to measure positive change on the mental models and structures that you highlighted?’

Mental Models	Structures
<ul style="list-style-type: none"> <li>• Women’s security / freedom from violence and harassment</li> <li>• Women’s vulnerability</li> <li>• Women’s freedom of choice</li> <li>• Preconceptions of women’s and men’s roles</li> <li>• Men’s freedom of choice for non-traditional male behavior</li> <li>• Women’s presence in public spaces</li> <li>• Girls not “embodying family legacy”</li> <li>• Preconceptions of men’s and women’s natural behaviors (e.g. manipulative risk averse)</li> <li>• Vesting families’ honor on girls/women</li> <li>• Public discourse on gender</li> <li>• Blaming the victim</li> <li>• Women as an instrument of religious or caste purity/punishment</li> <li>• Economic models</li> <li>• Religious nexus</li> </ul>	<ul style="list-style-type: none"> <li>• Who is excluded from school</li> <li>• Who is punished for commercial sex work</li> <li>• Gaps between positive gender laws /policies and implementation</li> <li>• Impact of markets</li> <li>• Expanding livelihood choices for women and men</li> <li>• Women’s access to tech and media</li> <li>• Representation of women in politics and in government leadership</li> <li>• Women’s ownership and access to property</li> <li>• Strength of women’s social networks</li> <li>• Reproductive rights</li> <li>• Unpaid domestic work</li> <li>• Women’s economic and social mobility</li> <li>• Impact of markets on roles/lives of women</li> </ul>

In designing the initiatives, participants incorporated responses to five questions. The results from four table groups are included below.

**1. *Start with your deep leverage points: Over the next 10 years, which three mental models or structures do you aim to change?***

- preconceptions of men's and women's roles
- movement in public spaces
- family honor
- victim blaming
- women's freedom of choice
- preconception of gender roles
- reduction of violence in women
- change in mindsets
- access to justice
- access to public goods and services

**2. *For each one, identify 2-3 10-year indicators that will tell you whether you have made an impact on those mental models/structures.***

- Employment: more non-traditional jobs for women, more women in decision-making roles, pay equity
- Public Space: more representation in content and media (including curricula), no need for segregated transport, more women using public transport
- Increased Choice (Domestic sphere): fewer arranged marriages, more intercaste/regional/religion marriages, increased gap between marriage and first child, higher age of women at first birth, zero honor killings, increased live-in relationships
- Knowledge: increased awareness of rights, increased reports of crime/violence, increased awareness of options/services for security

**3. *What are the milestones or outcomes you need to achieve after 3 years to know you are on the way to making a difference?***

- greater wage equality
- more women in the media
- improved awareness and information
- increase in employment

**4. *Who are your most important influence targets and influence partners?***

Families, self-help groups (SHGs), local government representatives, media influencers, journalists, policy makers, employers, young women and youth, education curriculum, Bollywood and TV, public transport system, police, judiciary, Panchayats, religion, fathers

## 5. How are you going to use media, storytelling, and technology?

Using media to decrease stereo-types, Bechdel test<sup>1</sup>, amplifying positive stories, “no more manels” (all male panels), showing diversity in media, use tech alerts and ‘nudges’ while watching content

## 9. What’s next – identifying potential partners in this theme, and next steps

RPA and the Centre for Social Impact and Philanthropy closed the workshop by asking the group what they would like to commit to, moving forward. The idea of a gender audit arose – and what it would like for funders to conduct a gender audit for their grantees (e.g., determining how many grantees have women in leadership roles). RPA will look into what methodologies for gender audits exist. The Ashoka team offered to serve as a lead convener of this group moving forward, with RPA in a supporting role. The Ashoka team also referred to current work in measuring how much philanthropic capital is going to gender in India – and developing an indicator across philanthropic capital. Ashoka and the India Philanthropy Initiative are currently creating transparency norms. Additional closing ideas included creating a peer review mechanism for organizations; determining more concretely how to influence donor culture and engage better with the Indian donor community towards changing mindsets; and working together on how funders can look at all of their grantmaking through the lens of gender equality.

## 10. Potential Partnerships

Throughout the two days, we generated a list of other organizations and networks that could be important to promoting gender equality in India.

Who else can we pull in?	Partnerships, Collaboratives and Networks
<ul style="list-style-type: none"><li>• Azim Premji Philanthropic Initiatives</li><li>• Omidyar</li><li>• Nilekani’s</li><li>• SEWA</li><li>• UN Women</li><li>• Action Aid</li><li>• IDRC</li><li>• UNICEF and UNDP</li><li>• JP Morgan Chase Foundation</li><li>• Michael and Susan Dell Foundation</li><li>• MWCD / North East Council</li><li>• ICRW</li><li>• Bill &amp; Melinda Gates Foundation</li></ul>	<ul style="list-style-type: none"><li>• Shakti</li><li>• IE3</li><li>• Asia Venture Philanthropy Network</li><li>• Indian Philanthropy Initiative</li><li>• Global Giving</li><li>• Give to India</li><li>• Feminist Economist Network</li><li>• Women’s Media Group</li><li>• Gender at Work</li><li>• World Benchmarking Alliance – India Group</li></ul>

<sup>1</sup> The [Bechdel test](#) is a measure invented by an American feminist to assess the representation of women in film.





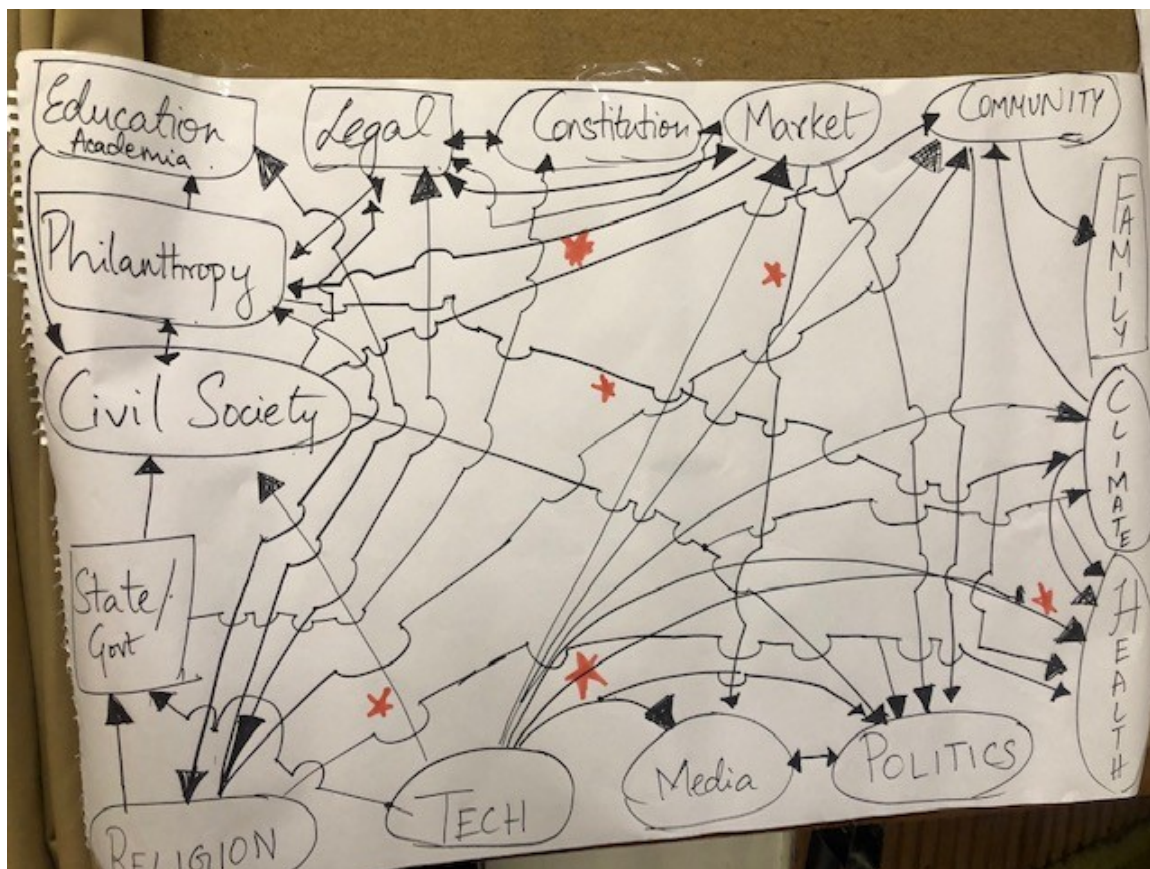
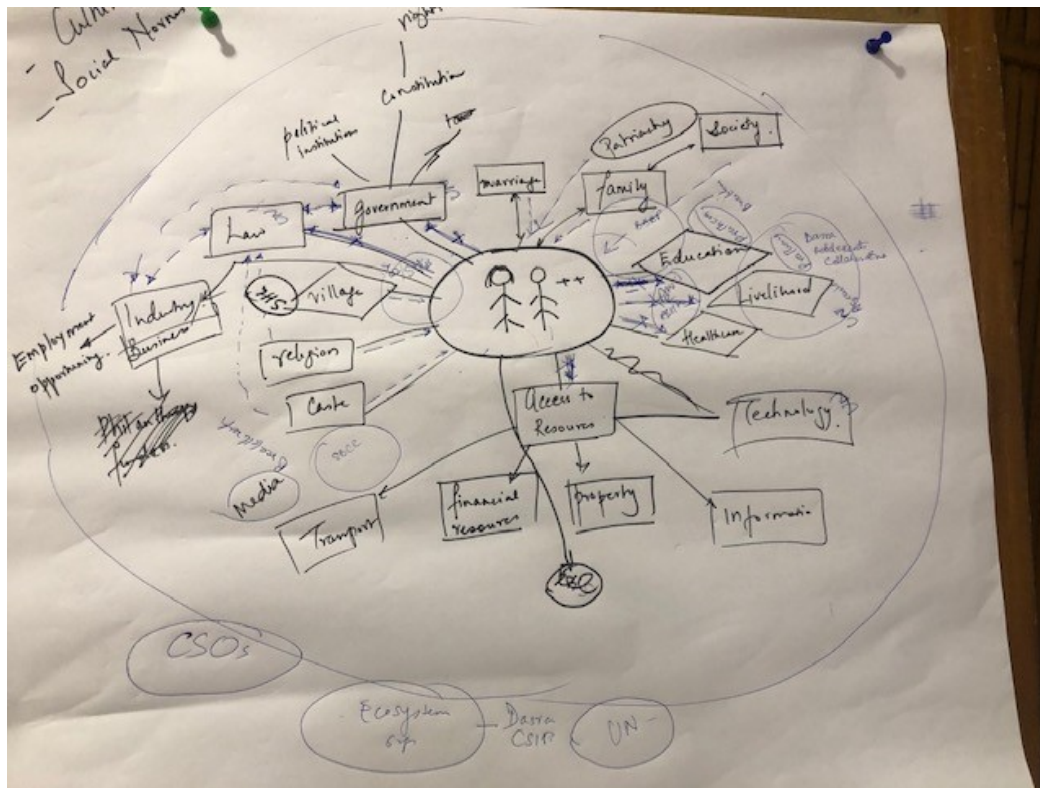
## **Annex 1: The Collaborative Pathways Approach of the SDG Philanthropy Platform**

### **SDG Philanthropy Platform Collaborative Pathways: The Platform's Flagship Approach at Country Level**





## Annex 2: Systems Maps







### **Annex 3: Participant List**

<b>Organization</b>	<b>First Name</b>	<b>Last Name</b>
Ashoka	Ingrid	Srinath
Ashoka	Bindi	Dharia
Ashoka	Gautam	Begamudre Krishnamurthy
Breakthrough	Joshya	Jose
CAF India	Meenakshi	Batra
Collective Good Foundation	Ashwati	Menon
Dasra	Priti	Prabhughate
Dasra	Avantika	Mital
Edelgive Foundation	Aiswarya	Ananthapadmanabhan
Educate Girls	Maharshi	Vaishnav
Ford Foundation	Aparna	Uppaluri
Foundation for Ecological Security	Jagdeesh	Rao
Global Evergreening Alliance	Rohini	Chaturvedi
Global Fund for Women	Ankit	Gupta
Government - Rajasthan	Inderjeet	Singh
Independent	Nisha	Agrawal
Landesa	Shipra	Deo
Oak Foundation	Paromita	Chowdhury
Oxfam India	Amita	Pitre
Pratham	Devyani	Pershad
Rockefeller Philanthropy Advisors	Heather	Grady
Rockefeller Philanthropy Advisors	Naamah	Paley Rose
Samhita Social Ventures	Priya	Naik
Samhita Social Ventures	Anushree	Parekh
SIDBI	Sonal	Jaitly
Skoll Foundation	Dia	Chakraborty
Tata Trusts	Anirudh	Menon
UNDP	Suruchi	Aggarwal
USAID India	Cindy	Gire
USAID India	Amrita	Goswani