



CogniSphere

# Fostering Inclusivity

A Comprehensive Gender Audit Report for Ibtada





In the pursuit of establishing a fair and inclusive workplace, this report scrutinizes the organizational landscape, focusing on gender gaps and the varied experiences and challenges encountered by individuals. Moving beyond numerical assessments, it explores the intricacies of roles, support systems, and professional growth for every member of the workforce, emphasizing the importance of recognizing and acknowledging individual stories. The overarching objective extends beyond mere comprehension of the current state; rather, it aspires to shape a future where Ibtada genuinely embodies fairness and diversity. The report attempts to articulate a way forward for Ibtada wherein every member within the organization has a space to grow and feel included irrespective of class, caste, religion and gender.

Ibtada the beginning  
शुरुआत ... इब्तिदा





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Audit Report for Ibtada

**Gender Audit Report 2024**



## Acknowledgements

This has been an intense engagement trying to understand the 'Gender Inclusivity' within the organization Ibtada. This would not have been possible without the help of a large number of field staff as well as office staff opening their heart and sharing with us genuinely.

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## Context

Ibtada is a non-governmental development organization that was established in 1997 with the following Vision and Mission:

**Vision:** *Ibtada envisions a society where poor and deprived social groups are economically, socially, and politically empowered to take part in developmental processes and have equal rights and access to resources that abridges poverty deprivation and discrimination.*

**Mission:** *To strengthen communities, especially women, to play an influential role to reduce social and economic poverty and inequality.*

### The Assignment

Ibtada has engaged Cognisphere Solutions Limited (CSL) to conduct a gender audit to promote gender sensitivity and inclusivity within the organization.

### Objectives of Conducting a Gender Audit

- To understand the existing systems, prevailing practices and identify gender-based gaps within the organization
- Analyze the archetype of women and other colleagues in the organization their roles and responsibilities, challenges faced, support systems, professional growth path and acknowledgements
- Develop a vision for a gender sensitive, diverse, and inclusive organization and outline the necessary shift and strategies to achieve this.

### Methodology and Approach

The study focused on gathering data around the current situation in alignment with the objective to understand Ibtada as a gender inclusive organization.

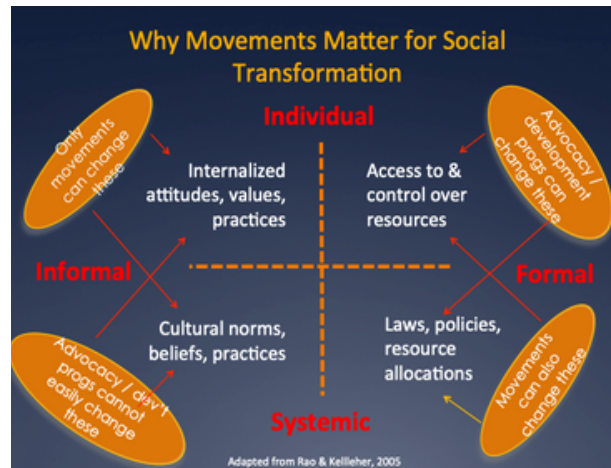
Of the several discourses we would specially see three relevant conceptual lenses which were at the back of our mind when we were trying to

understand Ibtada:

- A. The "EMPOWERMENT" & GENDER@WORK framework,
- B. The Human Rights: Dignity and Exclusion debate,
- C. The Equity to Substantive Equality debate.

### The Empowerment & GENDER@WORK framework

The Gender @ Work frame is a simple four quadrant framework which looks at engagement and participation of women and work through the formal and informal on one axis and individual change and institutional/systemic change on the other axis.



The above adaptation from Rao & Kelleher was a good map to track what was being said and where did the conflict or contradictions or efforts to move belong.

### The Dignity Debate [1]

This report brings the idea of dignity into the lexicon of the World Bank Group. The idea that dignity matters for individuals and groups is not new for development theory. The word dignity is mentioned in several human rights covenants and charters. Amartya Sen's idea of capabilities encompasses the notion of human dignity.

Dignity as it relates to social inclusion is intrinsically linked to notions of respect and recognition. When, through their institutions and norms, dominant cultures and processes actively disrespect individuals and groups who are considered subordinate, those individuals and groups can either opt out, submit, or protest.

### The Equity to Substantive Equality debate [2]

Society's views on equality for women can fall into two categories. Equality provisions may limit chances for women, and this is not seen as

[1] Pg.15. World Bank. 2013. *Inclusion Matters: The Foundation for Shared Prosperity*. Washington, DC: World Bank. doi:10.1596/978-1-4648-0010-8. License: Creative Commons Attribution CC BY 3.0.

[2] Excerpts from *Building Capacity for Change: A Training Manual on the Convention on the Elimination of All Forms of Discrimination against Women*. IWRAW Asia Pacific. 2001. Updated version August 2008



discrimination, but is justified on the basis of the acceptance of social norms of separate roles for women and men; or the view that women are weak and vulnerable and should not have the same chances/opportunities as men.

Another view may say that if women want equality, then they should be able to do everything that men do in the same way that men would do them. Differences between women and men are not acknowledged and formal equality between women and men is established.

This may prohibit women from accessing opportunities that may be given on paper as women are disadvantaged compared to men. The CEDAW Convention demands that women have equal entitlements to rights, benefits and results as men have, but that there may have to be differential or preferential treatment for women in order for them to enjoy their entitlement to equality. Such an approach is called substantive or true equality. With these three conceptual backdrops we set about asking the questions and building our understanding.

### Methodologies used for diagnostic purpose were as follows:

- a. Focussed Group Discussion (FGD) in small groups (separately with men and women) across location and designation. In these FGDs we used
  - Appreciative enquiry to build hypothesis.
  - Use of metaphor to understand the unconscious of the system.
  - Use of provocative sentences to elicit the underbelly.
- b. Interviews with the Governing Board members, donors/knowledge partners and senior leadership of Ibtada.
- c. Interviews with few women ex-employees of Ibtada.

In all we met (for in-person FGDs) 48 staff of which 30 were men and 18 were women. Apart from that six Governing Board members (3 women and 3 men), seven donor/knowledge partner (4 women and 3 men) and 11 from senior leadership group (2 women and 9 men) were interviewed (virtually plus in-person) for this purpose. Thus, a total number touched inclusive of all is 76 including four ex-employees of Ibtada. If we consider only staff, then it is 59 which is more than one-third of the total staff of Ibtada. The members of the core group, which is responsible for making policies, overseeing

culture of Ibtada, etc. were also part of one of the FGDs.

We also interviewed few staff members (women) who have left in the last few years. Our focus was to interview who are above field coordinator level. The information is from two senior women who had worked for around 10-15 years and one senior woman who had worked for two years. We did talk to one woman who had joined during the lockdown during the second phase of COVID but she never came to Alwar. She worked for only one month during that period and had nothing much to say.

While selecting the sample staff population diversity across age, experience level and theme was kept in mind. Following table gives a distribution of staff categories:

Staff Categories*	Male	Female	Total
Field Coordinators	16	12	28
MIS Coordinator/ Data Entry Operator/ Accountant	3	1	4
Senior Field Coordinator	-	1	1
Assistant Project Coordinator	2	2	4
Executives	1	2	3
Location Coordinator	6	1	7
Project Coordinator/ Coordinator	-	2	2
Assistant Program Manager	1	-	1
Program Manager/ In-charge - HR & Admin	4	-	4
Program Integrator	1	-	1
Executive Director	1	-	1

\*some are both in FGD and PI



# Strategic Insights

## Some Overall Observations

There was a general sense amongst all, present as well as ex staff that Ibtada is an organization that offered growth opportunities to all. Both women and men have seen a high degree of growth in themselves through their association with Ibtada. They all recognize the deep impact Ibtada's work has had in the community specially in relation to women's growth and position.

Since many of the staff at the field coordinator level especially women field coordinators belong to local area and the community which Ibtada works with this is a significant accomplishment as it has impacted/changed the overall fabric of the Meo society. However, there was also an expression that more is required to reach substantive equality positions this was specifically expressed by most women staff that we talked to. They were eager and wanted to take on larger leadership roles within Ibtada and realized the need to capacitate themselves to play the roles effectively believing that Ibtada would do so.

We followed a frame of "what we heard" and "what we understood" thus building a rationale for what needs to be done.

## WHAT WE HEARD

**Through -->** Focus group discussions held with men and women group separately (except in the case of location coordinator and core committee members)

Field Coordinators, Senior Field Coordinators, Asst Project Coordinators, Location Coordinators, MIS Coordinator, Data Entry Operator, Accountant, Executives and the core committee:

## Awareness in the teams, colleagues, and organization

- Overall supportive environment and team
- Every one works together and there is a feeling of a family
- There is an open and friendly environment which enables sharing to take place freely
- Supportive and helpful male team members and other staff
- Supportive male supervisors, seniors, location coordinators (who in most cases are male at present)
- Ideas are heard, valued, and discussed (people listen to me) and then decision is taken

- Male colleagues also mentioned about supporting women team members (Field coordinators) in some instances going and speaking to family members if necessary
- Most male staff recognized the contribution of women colleagues, they also understood that women colleagues play dual role and hence have at times tried to help and support
- Women staff mentioned helping and supporting other women colleagues at Alwar and field level within same team and/or projects.
- However, all men are not supportive and sometimes taunt women colleagues this happens mainly at the peer level.
- Some men also talked about women not supporting other women and at times mis-utilizing concessions.

## Changes within families and communities that they reside in

- Husband is supportive
- Husband and son now share house work and in laws understand this
- Women colleagues that we met have been able to convince both marital and parental families to change their thinking around role expectations, their own growth and education needs, career choices for their children especially daughters, widowed relatives, supporting parents, choice around location of residence etc.
- Most women staff exercise their decision on where, when, and how much of their money they would like to spend.
- Local women staff have gained respect, their opinion is sought in their own neighborhood. All of them felt happy to be now riding bike and being role models for other young women in the community.
- They have been able to help their families and neighbors.

***The Women Field Coordinators have inspired other women in the neighborhood to join the workforce.***



### **Access and control over resources: opportunities by Ibtada**

- Ibtada from time to time has provided ample learning and training opportunities around its programs to its staff irrespective of gender, resulting in new and enhanced knowledge.
- The staff have grown and learnt substantially because of their association with Ibtada. There is scope of expressing their learning and growth needs, at the time of the annual appraisal and subsequently, possible opportunities are provided.
- The staff sees a change in themselves because of these opportunities and acknowledge Ibtada's contribution in their lives both professionally as well as at a personal level. This was also shared by women staff who now no longer work with Ibtada.
- Programmatic training is given by the program teams whereas capacity building around generic subjects is identified and taken up by the core committee.
- Specific mention about learning computer, Hindi typing and enhancement of communication skills was stated.
- Women staff feel confident to speak to large crowds (~1000), they have no fear of addressing big crowds.
- Gender, POSH and facilitation training has been given to staff.
- Women staff are members of core committee and POSH.
- Scholarships provided to women staff.
- Some field coordinators whom we met had benefited from the education program as young girls in the community. Besides scholarships, other facilities such as dress, books, computer education, etc. were also provided to encourage girls to continue their studies.
- We also heard a need to have women in leadership and location coordinator roles, especially in livelihood and education themes.
- Overall women staff felt that there is scope for their growth in Ibtada but for this they needed adequate and relevant training as well as handholding support. Especially when they are given new roles and responsibilities.

### **Access and control over her own resources: Women Staff**

- Almost all of them recognized that they have their own identity and are recognized by the community and within their own families, because of their work with Ibtada.
- Field coordinators own a scooter, have a license and drive to work and back as well as drive in their own villages.

- They said they were financially independent and most of them have control over their salaries.
- They decide where and how much to spend, supporting family members in their parental homes as well as marital homes, paying instalments, household expenditures, children, and self-education, invest in business partnership like a shop and other savings, have built a house.
- Education opportunities for the children have led to better job/ career options including securing government jobs.
- They expressed a sense of freedom, an opportunity to take on responsibilities other than their expected roles and can exercise their decision-making power.
- Salaries are released on time and without any delay.

### **Policies of Ibtada**

- Policies around statutory compliances like PF, Gratuity, ESI, maternity leave, and other leave exist.
- Training in Gender and POSH is given to women and other staff.
- There is POSH committee, so they can put in their complaints.
- Only project-wise meetings take place.
- The introduction of two Saturdays off in a month is offset by change in timings, women staff see no benefit in this they prefer the earlier system.
- Timing has changed from October 2023. Earlier women staff used to go half hour early also the starting time and closing time enabled women to manage household chores. Women field staff shared their troubles because of this change as it gets dark consequentially driving is difficult as well as there are safety issues. They also expressed that the family was not comfortable on these two fronts safety as well as the reaching late. Their male colleagues too shared this opinion. Different location coordinators have at their level tried to find solutions but it was felt that there needs to be a clear policy directive on this issue.
- Core committee meeting minutes are shared with all.
- Promoting staff, appraisal, salary structure, expansion, generic staff development program, etc. are areas for core committee to look at.
- Composition of Core Committee has 30% women from different levels.
- There is no fixed percentage of recruiting women staff, but by practice more women are encouraged to apply.





## Culture, Norms and Practices

- Although there is an overall appreciation about Ibtada's culture some women staff expressed that at times they had experienced taunting remarks by male colleagues and peers.
- If a women staff is unwell or cannot travel her work is shared by men colleagues.
- Women on few occasions can also decide to do desk work if they are unable to go to the field.
- There is transparency, no hierarchy, anyone can meet ED (the current ED has stopped the culture of addressing Sir/Madam), budget is shown to all, there is team work.
- There is lack of scope of cross learning as meetings happen only at project level.
- Membership to the core committee is by nomination. The existing members decide who should join the committee when a particular member's term is complete. Criteria for membership is dedication, confidentiality, understanding, commitment, and perspective.

## Ibtada Leadership

**Through -->** Individual Interviews and Focus Group Discussions with Project Coordinator, Coordinator, Program Manager, Program Integrator, Core Committee members

- Organisation has always wanted that women should join at senior level.
- The fact that being men has an added advantage is often not taken into consideration by people within Ibtada.

Questions have been raised on women's capability and maturity.

- Some felt that no conscious efforts are made first towards getting women in leadership and then sustaining them.
- There is a generation gap leading to expectations and way of working, also a tension between old and new staff (both men and women).
- Not a very inclusive open welcoming environment, the environment is very restrictive also there are issues of acceptance for outside senior women staff.
- Local staff do not want to include women from different backgrounds.
- There is a lack of autonomy and freedom to take decisions, lead the program the way they want as women leaders. All this makes it difficult for senior women staff to continue working at Ibtada
- There has been difficulty in getting women to work on livelihood theme.
- Some women who have joined from outside at senior level, have left for better opportunities and career growth.
- Need to relook at certain policies like travel, timings, remuneration and other facilities to make it attractive to retain senior women from outside.
- Policies stipulated by law e.g. Maternity leave exist.
- At the field coordinators level, they have found local women but it is difficult to appoint local women as location coordinator or project coordinator as they do not have the adequate qualifications and capacities.
- Need to invest in experienced local women staff to take on senior roles.

## ASSESSMENT AND SUGGESTIONS FOR THE FUTURE



- More investment in Gender Equality.
  - Should work with men by way of training them on Gender Sensitivity, refreshers on 'Men In Gender', Sexuality and Gender etc., so that they are more aware on this aspect.
  - Need to work on Gender with adolescent boys and girls.
  - Grooming and capacity building of existing women staff to be able to work at senior positions.
- Make POSH policy stronger by regular orientation of staff and IC members, posters in common room, notice board or canteen area, etc. in case of violation.
- Staff ratio should be equal.
- Enabling policies to retain Women.
- Work on Women and Health.
- Work in new geographic areas on women's empowerment and create women's federations harnessing on their learning from the intense work in Alwar.
- Training in self-defense.
- Women staff with many years of work within Ibtada would like to see themselves as Location Coordinators, Program Coordinators and be in decision making positions.
- Want to be good trainer in health and take more responsibility.



## Board Members/Donors/Other Stakeholders

### Through Individual Interviews

- Women leave post marriage; it is easier to retain local married women.
  - Their home maker role holds them back and comes in their way of them taking up leadership positions.
  - Older staff are resistant to change, acceptance of new people is low, there is conflict between new and old staff.
  - Culture of silence exists amongst women and there is chauvinism among men.
  - The work is demanding and entails long hours. Other options are available (like part-time teaching/tuition) which give similar remuneration with flexibility and work life balance.
  - Remuneration offered by Ibtada is comparatively low, staff tend to move to other organizations in the area.
  - To bring in gender diversity, political will and investment is required at the organization leadership level.
  - Strategies and design need to be created to support this including structural HR functions, learning opportunities to create consciousness among both men and women, capacity building opportunities for women to get into leadership roles.
  - Face of the organization is male - ED, both present and past.
  - Location of Ibtada is a deterrent for getting senior women staff.
- Readiness at senior leadership level to have a discussion on new ideas and strategies suggested by new senior woman staff
  - Mid-level male staff have worked generally for fifteen-plus years with Ibtada. Their knowledge and understanding of the local context give them a sense that they know 'what is best for Ibtada and the community.'
  - Hence, they are not very open and supportive to suggestions coming from senior woman colleagues who are from outside.
  - They convey that they understand the context and culture thus the non-feasibility of the suggested ideas.
  - This attitude is challenging and makes it difficult for the concerned woman staff leading to a non-conducive working environment.
  - Ibtada should make efforts to slowly create a cohort of women from outside so that they could be a support group amongst themselves.
  - Women's role in leadership needs to be increased. Ibtada has women staff with experience they need to be given leadership roles after capacitating them to taking on these roles.
  - Sensitivity of male staff needs to be increased to create a conducive climate for women leaders and women staff. This can be done through their appropriate capacity building efforts.
  - Ibtada needs to strengthen its documentation
  - Ibtada needs to work in new geographical locations
  - Once the former ED stepped down there was an absence of strong leadership, resulting in many women staff leaving.
  - Reasons for leaving- wanted to give more time to family/children this was not possible with Ibtada's kind of work, wanted to work at a bigger platform level (state, national, with multiple organizations) also explore self's capacities, personal professional growth.

### Ex-Senior Women staff (Program Coordinator, Project Coordinator, Asst Project Coordinator)

- Learnt a lot and it has contributed to making them who they are today. They are recognized as professionals because of what they have learnt during their association with Ibtada.
- There is openness to new ideas, encouraged to explore, decisions are taken jointly in Ibtada.
- Ibtada as an organization as well as its staff are supportive and helpful especially during a crisis, including a personal one.

The staff survey data (*see annexe 1*) substantiates the above points.



## WHERE DOES IBTADA STAND TODAY: WHAT WE UNDERSTOOD

Over the years Ibtada through its work and value frame has contributed to bring a substantive change in the communities within Alwar district.

Its impact can specially be seen when interacting with the staff (both women & men) who initially associated with the Ibtada as youth beneficiaries through various programs and today form the backbone of the organization.

Till now the practice has been primarily on getting and relying on home grown professionals rather than getting professionals from outside. The experience on the latter has not been very encouraging and sustainable.



***Many of the male & few female staff today are at mid-level leadership positions. However, they are ready to take on larger responsibilities that accompany senior leadership roles. They would like Ibtada to provide appropriate capacity building support and opportunities. They are very committed to the organization and what it stands for as well as the progress of their community.***

The staff have basic understanding and commitment towards gender equality as inputs and efforts have been made by the organization for the same. Almost all staff seem to be sensitive to women's status issues (dual burden, capacities, strength, lack of opportunities for learning and growth, space for decision making, difficulties linked to access to mobility, etc.).

Going forward there is a need to build sensitivities across Ibtada towards nuanced and layered understanding on gender equality for it to present itself as a gender inclusive organization.

As of now bulk of women staff are field coordinators with a few senior field coordinators, assistant project coordinator and just one location and project coordinator each. There are no women at the program manager, assistant program manager and Integrator level. Going forward women need to be brought in across all levels. For this to be a reality, Ibtada would need to be committed to invest in its existing women resource by providing them appropriate learning and growth opportunities in addition to setting specific pertinent indicators whilst selecting women to leadership positions. It is significant to note that the dropped data which was shared with us when analyzed, we did not find many women colleagues/senior women colleague from outside to have joined and left Ibtada which was an impression shared with us.

Forums (like core committee, IC) existing within Ibtada have representation of women with a tacet understanding that women would be encouraged and supported to be a part of these forums hence the composition of these forums is across levels and positions.

Besides the above points which are primarily in the realm of future and more long term there were some immediate concerns that need to be addressed like flexi timings for women staff, hygiene, attitude of some staff across levels (both male & female) towards the other.

***In the above context creating a manual at this stage did not seem like it would serve any purpose as the understanding of staff is not at the stage where they could themselves do an audit.***



## RECOMMENDATIONS

The four quadrangles are interlinked and one recommendation could be part of more than one quadrangle they have been placed at present according to our understanding. The work in one quadrangle will impact the other quadrangles. It is up to Ibtada to choose the recommendation/s they would like to begin with.



### Awareness

- Consciousness of the current leadership (inclusive of the Board) to articulate Ibtada's own understanding and definition of gender equality both at the programmatic level as well as internally.
- Induction/orientation of all new joiners to include Ibtada's Gender Equality frame.
- Mindfulness of all towards the supportive practices and policies towards women staff as its success is dependent on the acceptance by all. Particularly male members mainly at the peer level.
- Training with men on masculinity to continue. Enables men to understand themselves better and makes them more sensitive human beings.
- Alertness towards overall hygiene levels (clean toilet, dustbin, etc.) both at Alwar head office and field office level.



### Access to Resources

- Capacity building on an ongoing basis to imbibe Ibtada's Gender Equality frame
  - through specific training learning interventions, in separate and mixed groups (male, female) across hierarchies
  - by engaging external resource organizations/individuals
  - participating in relevant events organized by others.
- Special provisions for capacity building, handholding, mentoring of staff.
- Differential indicators for recruitment and review of male and female staff.
- Provision of clean toilets, dust bins etc. are imperative to deal with some of women's health problems.



### Policies

- A white paper on Gender Equality for Ibtada, including:
  - Human Resource route for Ibtada going forward should be to primarily harvest from the existing pool cultivated over the last two plus decades.
  - Interim requirements for specific technical skills and tasks to be addressed by hiring from outside till local human resources are trained to play these roles. (If required certain tasks like report writing could continue to be outsourced).
- Development of supportive policies towards women staff
- To bring women from within into leadership positions
  - Need to invest both financially and other wise into this commitment. This effort is worth trying as has been the most successful strategy so far, for Ibtada as well as across the sector.
- A fixed defined percentage of women in each forum and within that in leadership roles a way forward to ensure their presence in leadership positions and roles.
- All reviews personal, programmatic (bi-annual, annual) to have a component of assessing the movement in the understanding and practice of the articulated Gender Equality frame
  - Based on the milestones set during planning period.
- The issue of timings raised by women staff needs to be addressed on priority basis to avoid any further misgivings.



### Culture and Norms

- Supportive practices towards women staff need to be applied.
- In case senior women are brought into Ibtada from outside, they need to be at least three or four so that they can be a support system among themselves.
- Spaces for senior women to be brought in, needs to be accompanied by opportunities for the existing men to move to other leadership spaces so that they do not see the entry from outside as a threat to their association with Ibtada.
- Occasional events for learning sharing to be organized across programs.
  - This could be bi-annual/annual.
  - Leadership to organize such events could be rotational.
  - As it will provide leadership opportunities to many more.



**ANNEXURE 1: STAFF SURVEY EXCERPTS ON “WHAT SHOULD IBTADA DO TO MAKE WORKING HERE MORE ATTRACTIVE FOR YOU?”**

RESPONSES FROM MEN EMPLOYEES	Field Coordinators		Support Staff		Middle Management		Senior Leadership		Total	
	Count	%	Count	%	Count	%	Count	%	Count	%
Clear path to career progression	28	68.3%	9	50%	14	82.4%	5	71.4%	56	67.5%
More decision-making power in the Ibtida ecosystem	17	41.5%	6	33.3%	8	47.1%	2	28.6%	33	39.8%
Better pay structure	32	78%	10	55.6%	11	64.7%	5	71.4%	58	69.9%
Just and respectful environment for women	23	56.1%	8	44.4%	9	52.9%	3	42.9%	43	51.8%
More internal skill development training and learning sessions	30	73.2%	10	55.6%	10	58.8%	6	85.7%	56	67.5%
Opportunities to find new roles and new locations	25	61%	13	72.2%	12	70.6%	4	57.1%	54	65.1%
More challenging role	13	31.7%	3	16.7%	5	29.4%	3	42.9%	24	28.9%
Other	1	2.4%	0	0%	0	0%	0	0%	1	1.2%

RESPONSES FROM WOMEN EMPLOYEES	Field Coordinators		Support Staff		Middle Management		Senior Leadership		Total	
	Count	%	Count	%	Count	%	Count	%	Count	%
Clear path to career progression	21	63.6%	2	66.7%	3	60%	1	50%	27	62.8%
More decision-making power in the Ibtida ecosystem	17	51.5%	0	0%	2	40%	0	0%	19	44.2%
Better pay structure	17	51.5%	1	33.3%	3	60%	1	50%	22	51.2%
Just and respectful environment for women	23	69.7%	1	33.3%	3	60%	1	50%	28	65.1%
More internal skill development training and learning sessions	20	60.6%	3	100%	2	40%	1	50%	26	60.5%
Opportunities to find new roles and new locations	20	60.6%	0	0%	4	80%	1	50%	25	58.1%
More challenging role	7	21.2%	1	33.3%	0	0%	0	0%	8	18.6%
Other	0	0%	0	0%	0	0%	0	0%	0	0%



## ANNEXURE 2: DIVERSITY OF STAFF

PROGRAM	MALE	FEMALE	TOTAL
Women Institutions	3	10	13
Women-led Livelihoods	46	18	64
Rights & Entitlements	19	8	27
Girls Education and Empowerment	3	19	22
Education	6	11	17
Support Functions (Finance, HR & Admin, Program Integrators, ED)	11	1	12
<b>TOTAL</b>	<b>88</b>	<b>67</b>	<b>155</b>

## ANNEXURE 3: FGD QUESTIONNAIRE

### *Initiation with Name, Education, Home Town*

#### Questions:

- Since when I have been working here?
- Why I decided to join Ibtada?
- What I like/enjoy about being here?
- What I don't like/enjoy here?
- How can the above situation be changed? (At individual/team/organisation level)
- What will enable me to stay on in Ibtada? What Ibtada needs to do for me/us to continue?
- Challenges faced by me/us?
- How have I/we handled or overcome/dealt with them?
- One or two major learning since I have been working with Ibtada?
- How is it to work in a mixed team and would it have been easier if there had only been one gender? What are the common problems that you face while working in teams?
- Are there any capacity building opportunities?
- Would you like to suggest any additions/changes in these opportunities?
- How many of us would like to take on additional leadership responsibilities in next 2-3 years?

### *Location Coordinators: 6 male & 1 female*

#### Additional Questions

- What are some of the challenges that your women team members face & how have you/ do you handle them
- Issues/Problems/challenges that women face, are you in a position to reduce them?

#### Sample Distribution

**6 FGDs**

**48 staff members (18 Women—FC & Executive, LC, Core committee member)**

**1 face to face interview with ED**





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