

Organisational Strategy

2017 - 2022

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Version Control

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Executive summary

There are approximately 230 million boys in India under the age of 18. We estimate that over 115 million will use physical violence and some 60 million will be involved in sexual violence including rape¹.

ECF was founded in 2009 to tackle this epidemic by raising every boy in India to be gender equitable; an outcome we call Gender Equitable Boys. We have had remarkable success towards this mission since 2009, and this strategy looks forward over the five years from April 2017 to March 2022.

Our founding vision, mission and strategy remain central to this new five year strategy. For example, in our founding strategy:

1. We recognised that in order to raise boys to be gender equitable we would need first-hand experience. Eight years on, we continue to deliver and learn from Action for Equality, our proprietary field programme delivered in Pune.
2. We committed to deliver outcomes beyond boy's participation and self-reported attitudes. Today, through our Research, Development and Evaluation programme, we have developed a robust monitoring and evaluation framework. This framework includes outcomes, indicators and tools, that evaluate boy's knowledge, skills, attitudes and behaviours against those defined in the outcome of Gender Equitable Boys.
3. We recognised that in order to reach every boy in India we would need to build partnerships and not attempt scale through our own activities. Since 2014, Project Raise has demonstrated a model for scaling by building the capacity of civil society organisations who work well with women and girls, to also to raise Gender Equitable Boys.

As we drafted this strategy we reviewed the constraints of the environment within which we operate. The first key constraint has been the limited funding available for raising boys to be gender equitable and our limited capacity to access it and unlock more. The second key constraint has been a limit to the numbers of skilled professionals who have been available to join our team.

Equal Community Foundation's vision remains unchanged. We still believe in a world free from gender-based violence. The intention of our reworded mission is unchanged too: ECF will raise every boy in India to be gender equitable.

We call this outcome "Gender Equitable Boys". We aim to scale this social outcome, along with our innovative approach and M&E Framework. For organisations who seek to deliver against this social outcome, within the approach, we also provide access to our field programme Action for Equality, in multiple languages.

And so this five year strategy will build on the knowledge and expertise that we have established since 2009. We will continue to work in India where we will remain focussed on demonstrating our direct intervention programme. We will build the capacity of the ecosystem to raise Gender Equitable Boys. We will continue to build evidence that boys are becoming more gender equitable. And finally, we will continue to build ECF's capacity as an efficient and transparent organisation to support and sustain our programmes.

The way in which we organise ourselves will remain much the same. We will continue to structure our activities by the three programmes that reflect our strategic goals.

¹ ecf.org.in/data



Action for Equality demonstrates a best practice field intervention in gender transformative programming for adolescent boys. **Project Raise** will scale the outcome of Gender Equitable Boys, the Approach and the M&E toolkit by building the capacity of the ecosystem, specifically Civil Society Organisations. Project Raise will also partner with funders from 2018 and in the coming years, government too. Finally, the **Research, Development and Evaluation** programme will continue to derive evidence from Action for Equality and Project Raise. From 2018, we will initiate research on the broader ecosystem including other Civil Society Organisations, funders and government.

These next five years will prove to be decisive period for ECF. Demand for programmes that raise Gender Equitable Boys will continue to grow. Integrating programmes that raise Gender Equitable Boys with programmes that seek to realise the rights of girls will become the norm, and not the exception.

As this inflection point is realised, ECF will be prepared to meet the challenge. We will ensure that CSOs, funders and the government have the highest quality technical support to raise Gender Equitable Boys, where they need it, and when they need it. And in partnership with organisations who work well with women and girls we will take one step closer towards our shared vision - a world free from gender based violence.

We welcome comments on this strategy. Please submit comments [here](#).



Introduction

In India there are approximately 230 million boys under the age of 18. We estimate² that as adults:

1. 57% justify violence against women
2. 50% will or are likely to use physical violence
3. 25% will or are likely to be involved in rape

Such gender based violence also sits at the root of key social issues including education, sanitation, sexual and reproductive health, child marriage and trafficking. But, this violence is only the tip of the iceberg; many more men will perpetrate more subtle forms of violence, including financial, emotional and verbal violence. This violence is an emerging epidemic that must be prevented.

We acknowledge that gender equality also has positive outcomes for boys and men, and in our approach we consider boys as allies.

Yet, fewer than 5% of organisations³ who care about gender-equality run programmes that seek outcomes in boy's knowledge, skills attitudes and behaviours consistent with gender equality. As long as this gap in practice continues, millions of boys will grow up to perpetrate gender based violence and women and girls, and other genders too, will not realise their rights in health, education and work.

Equal Community Foundation believes therefore that every boy in India should be raised to be gender equitable. This is an outcome that we describe as Gender Equitable Boys.

Gender Equitable Boys: A new social outcome

A boy is considered to be a Gender Equitable Boy when his attitudes and behaviours are consistent with the principles of gender equality, and he takes actions to realise gender equitable attitudes and behaviours within his peers, family and community.

Building a strong ecosystem

Boys will continue to grow up to be violent and discriminatory until Civil Society Organisations (CSOs) start to practice programmes that raise Gender Equitable Boys. As CSOs who practice raising Gender Equitable Boys start to collaborate, their collective action will inspire and inform others, including funders, policy makers and governments.

The principle of working with, or engaging boys is frequently talked and sometime practiced, but there are three gaps that need to be addressed:

1. **We must build evidence of outcomes, not just outputs.** Engaging men and boys is not enough. We must transform boys' attitudes and behaviours before they become men.
2. **We must agree a common approach:** Common outcomes, language, and methods will unify efforts and standardise the ecosystem.
3. **We must build capacity and partnerships across the ecosystem:** Only a dedicated and planned effort to support CSOs, funders and policy makers will deliver on the outcome of Gender Equitable Boys at scale.

² www.ecf.org.in/data

³ Based on applications from Project Raise West Bengal.



Equal Community Foundation will address these gaps by developing the approach of raising Gender Equitable Boys, and scale the approach and the outcome across India.

ECF's vision, mission and approach

ECF's vision

A world free from gender-based violence.

ECF's mission

Our mission is to raise every boy in India to be gender equitable.

ECF's target outcome:

Gender Equitable Boys

ECF's approach

ECF has documented a programme approach that we believe is essential for the effective implementation of programmes that raise Gender Equitable Boys. This approach draws on evidence from other programmes that seek to transform boy's gender attitudes and behaviours, and our own practice and research.

ECF uses this approach to direct our efforts to improve our programmes. We believe that other organisations who work to raise Gender Equitable Boys must do so too. The approach seeks to ensure that programmes

1. *Are Gender Transformative*
 - a. Where gender is a central consideration in promoting gender equality and achieving positive development outcomes. And where transforming unequal gender relations is central to promoting shared power, control of resources, decision-making, and support for women's empowerment⁴.
2. *Are Founded in Human Rights*
 - a. Where the concept of human rights acknowledges that every single human being is entitled to enjoy their human rights without distinction as to race, color, sex, language, religion, political or other opinion, national or social origin, property, birth or other status⁵.
3. *Support boys' transformation*
 - a. Where the challenges that boy's face in transforming their attitudes and behaviours and taking action are considered and addressed in the programme design, including the dosage, content, structure and facilitation.
4. *Work alongside programmes for women and girls*
 - a. Where boys who are engaged in programmes to raise Gender Equitable Boys are engaged only alongside or integrated with programmes that seek to secure the Rights of women and girls, without impeding such programmes.
5. *Integrate the voice of women and girls*
 - a. Where women and girls contribute to the design, delivery and evaluation of programmes that raise Gender Equitable Boys in a formal and structured manner.
6. *Ensure the participation of stakeholders*

⁴ From [UN WOMEN](#)

⁵ From [UN WOMEN](#)



- a. Where other key stakeholders are routinely identified and engaged in order to contribute to the design, delivery and evaluation of programmes that raise Gender Equitable Boys in a formal and structured manner.
- 7. *Are evaluated longitudinally*
 - a. Where boys' knowledge, skills, attitudes and behaviours are evaluated longitudinally to demonstrate sustained improvement. And where evidence for such evaluation is gathered from stakeholders including women and girls, and facilitators as well as from boys themselves.
- 8. *Follow a community first approach*
 - a. Where programmes seek to transform attitudes and behaviours first in homes and communities where attitudes and behaviours are born and nurtured, and then in the education system where they are reinforced.
- 9. *Prioritise marginalised communities*
 - a. Where programmes seek to work in marginalised communities, particularly low income communities, where resources to escape violence, agency and recourse are limited,
- 10. *Change boys, their peers, families and communities.*
 - a. Where any programme intervention seeks a systematic change to the way communities raise Gender Equitable Boys by working with boys, their peers, families and the community at large.



ECF's strategic goals

ECF will deliver on its mission by delivering four strategic goals. These strategic goals build on one-another, and are mutually dependent. These strategic goals are delivered by ECF's programmes. The four strategic goals are:

- Goal 1:** Build programmes that raise Gender Equitable Boys
- Goal 2:** Build the ecosystem's capacity to raise Gender Equitable Boys
- Goal 3:** Build evidence these programmes work and how to improve them
- Goal 4:** Build a transparent and efficient organisation



Goal 1: Build programmes that raise Gender Equitable Boys

Target 1: 30,000 boys demonstrate outcomes consistent with Gender Equitable Boys by 2022, through practice and partnerships.

What are the outcomes of Goal 1?

1. Adolescent boys become more gender equitable and challenge discriminatory gender norms and behaviours consistent with the outcome of Gender Equitable Boys.
2. Families and peers challenge discriminatory gender norms and behaviours.
3. Community stakeholders challenge discriminatory gender norms and behaviours.
4. ECF's work includes and reflects the voices of boy's themselves, and women and girls.
5. The publication of replicable programme materials, monitoring and evaluation tools and framework.

What action will we take?

We will continue to build a multi-disciplinary team who will design, build and implement a multi-stage curricula for transforming gender norms in adolescent boys, and mobilising them to take personal and collective action to support gender equitable attitudes and behaviours amongst their families, peers and wider community. Partners we work with will be supported to adopt, implement and evaluate programmes that deliver the outcome.

Programmes that will contribute to this goal: Action for Equality Programme and Project Raise



Goal 2: Build the ecosystem's capacity to raise Gender Equitable Boys

Goal 2.1: Build the capacity of Civil Society Organisations

Target 2.1: 20 CSOs initiate a pilot programme to raise Gender Equitable Boys every year.

What are the outcomes of Goal 2.1?

1. CSOs pilot, practice and strengthen programmes to raise Gender Equitable Boys
2. CSOs share evaluation data on Gender Equitable Boys
3. CSOs collaborate with each other for collective action and advocacy

What action will we take?

We will provide toolkits and training that build CSOs' capacity, and remove barriers to practice by providing tools and relevant services. We will facilitate the reporting of evaluation data by providing standardised M&E frameworks. We will also provide toolkits and training that support collaboration and advocacy.

Programmes that will contribute to this goal: Project Raise

Goal 2.2. Build the capacity of Funders

Target 2.2. Five new funders invest in programmes that raise Gender Equitable Boys a year

What are the outcomes of Goal 2.2?

1. New and existing funders fund more effectively
2. New and existing funders increase their funding
3. New and existing funders provide non-financial support to CSOs

What action will we take?

We will provide evidence, training, toolkits and guidelines to inform funders about developments in the ecosystem, and to encourage to invest in Gender Equitable Boys.

Goal 2.3. Build the capacity of Government

Target 2.3. Project Raise partners collaborate to launch five state level action plans with government by 2022.

What are the outcomes of Goal 2.3?

1. Governments take action to raise Gender Equitable Boys.
2. Government partners with Civil Society Organisations to take action
3. Government makes funding available for CSOs and implementation

What action will we take?

ECF will provide CSOs with toolkits and training that supports CSOs' collaboration and advocacy for government action and funding. ECF will provide toolkits and training to government departments that support government action and funding.

Programmes that will contribute to this goal: Project Raise

Goal 3: Build evidence that the approach works and how to improve it

Target 3. ECF will demonstrate annually how evidence-based improvements increase our programme's performance against outcomes.

What are the outcomes?

1. New data and evidence becomes available
2. Data and evidence informs programme strategies
3. Programmes are demonstrably more effective
4. Data and evidence are shared for advocacy

What action will we take?

ECF will collaborate with stakeholders to design and complete annual evaluations of our programmes. We will commission external evaluations too. The data and evidence from these evaluations will be shared with CSOs, funders, government and other organisations in the ecosystem for advocacy purposes. And the evidence will be used to inform programme strategies and increase performance against programme outcomes.

Programme that contributes to this goal: Research, Development and Evaluation.

Goal 4: Build a transparent and efficient organisation

Target 4: ECF will demonstrate compliance and accreditation to operational best-practices.

What are the outcomes?

1. ECF's core operations are consistent with best practice.
2. ECF's core operations are accredited by appropriate bodies.
3. ECF's operations are effective and efficient in supporting our programmes

What action will we take?

ECF will establish best practice, benchmarks and accreditations for key operational areas, including diversity, finance, governance, human resources, ICT, and quality. We will maintain a development plan for each detailing plans for achieving best practice and accreditation in each area. We will consider the efficiency of our organisation in terms of cost of programmes and and programme outcomes.

Programme that contributes to this goal: Operations and fundraising