



**Organisational  
Strategy**  
2017-2022

## OUR VISION

A world free from gender-based violence

## OUR MISSION

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

## WHY WE FOCUS ON RAISING GENDER EQUITABLE BOYS

In India there are approximately 230 million boys under the age of 18. We estimate 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.

Yet, fewer than 5% of organisations who care about gender equality run programmes that seek outcomes in boys' 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.

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

Equal Community Foundation therefore believes that every boy in India should be raised to be gender equitable.

This is an outcome that we describe as Gender Equitable Boys.



Front page:  
Shubham, participant of Action for Equality programme with his mother and sister.  
Photo credit: Alex Sunshine

This page:  
Participants from Action for Equality Programme with their mentor. Photo credit: Alex Sunshine

# OUR APPROACH

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ECF has documented a programme approach that we believe is essential for the effective implementation of programmes that raise Gender Equitable Boys. We use 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:**

## Are gender transformative

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 empowerment.

## Are founded in Human Rights

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 status.

## Support boys' transformation

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.

## Work alongside programmes for women and girls

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.

## Integrate the voice of women and girls

Where women and girls contribute to the design, delivery and evaluation of programmes that raise Gender Equitable Boys in a formal and structured manner.

## Ensure the participation of stakeholders

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.

## Are evaluated longitudinally

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.

## Follow a community first approach

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.

## Prioritise marginalised communities

Where programmes seek to work in marginalised communities, particularly low income communities, where resources to escape violence, agency and recourse are limited.

## Change boys, their peers, families and communities.

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.



# KEY AREAS WE WILL FOCUS ON

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**When we work towards the social outcome of Gender Equitable Boys, we will ensure that:**

- 1. We 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 build and agree upon a common approach:**  
Common outcomes, language, and methods will unify efforts and standardise the ecosystem.
- 3. We 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.

## OUR STRATEGIC GOALS

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**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 and are mentioned opposite.



Abhishek, participant of Action for Equality Programme along with this mother. Photo credit: Alex Sunshine



## 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?

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 boys 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

Action for Equality programme / 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?

- CSOs pilot, practice and strengthen programmes to raise Gender Equitable Boys
- CSOs share evaluation data on Gender Equitable Boys
- 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.

## 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?

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?

1. Government takes 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

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?

- New data and evidence becomes available
- Data and evidence informs programme strategies
- Programmes are demonstrably more effective
- 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.

### Programmes that will contribute

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?**

- ECF's core operations are consistent with best practice.
- ECF's core operations are accredited by appropriate bodies.
- 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.

#### **Programmes that will contribute**

Operations and fundraising

**Join us in raising  
Gender Equitable Boys  
We can't do this without  
your support.**

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