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Cluster Office for Bangladesh,
Bhutan, India, Maldives,
Nepal and Sri Lanka

Transforming 'Men'talities

Engaging men
and boys for
Gender Equality
in India

Stakeholder Mapping and Analysis

Transforming 'Men'talities:

Engaging men and boys for Gender Equality in India

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EXECUTIVE SUMMARY

The United Nations Educational, Scientific and Cultural Organization's (UNESCO) nascent initiative to engage men and boys in gender equality initiatives in India comes in the background of a recent report by NITI Aayog (2018), the organization responsible for overseeing the implementation of the Sustainable Development Goals (SDGs) in the country. This report posits that all the Indian states, except Kerala and Sikkim, are behind on the targets of Sustainable Development Goal 5 (SDG 5) on Gender Equality. The lack of progress in meeting SDG 5's targets poses a significant challenge that requires the immediate and effective engagement of all relevant stakeholders. From UNESCO's perspective, one of the first steps in this process is identifying and mapping all the relevant stakeholders for outreach and collaboration.

The design of the national initiative on engaging men and boys for equality, an identification of relevant partners and subsequent implementation requires a detailed and comprehensive understanding of the stakeholders engaged in the area of masculinities and gender equality. This study used the tool of a stakeholder analysis for the mapping and analysis of key stakeholders' positions, interests, influence by leveraging a qualitative desk-based review and consultations within the UNESCO Cluster Office in New Delhi. This led to the development of a comprehensive list of 60 stakeholders ranging from government ministries and departments, civil society organizations and bilateral and multilateral donors to the private sector and philanthropic organizations.

This analysis shows that engaging with men and boys and addressing the issue of masculinities is not a priority for most of the stakeholders engaged in gender equality in India. Civil society organizations have led the engagement with men and masculinities in India with positive outcomes. These projects have received financial and technical support from a select few bilateral and multilateral donors, the private sector and private philanthropists. The Government of India has undertaken significant policy measures to address gender equality, however, as the findings demonstrate there is scope for better engagement on masculinities.

This study also found that intensive consultations with all the relevant stakeholders are required to raise awareness about this issue. The study recommends a range of consultation techniques such as partnership meetings and entry points for these meetings. An overarching theme highlighted throughout the report is the low-level of engagement of men in interventions for gender equality. A collaborative and committed effort by the key stakeholders in developing a systematic and long-term shift towards positive masculinities can help to meet the targets of SDG 5.

ABBREVIATIONS and ACRONYMS

SDGs	Sustainable Development Goals
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
CSOs	Civil Society Organizations
FYP	Five Year Plan
CSR	Corporate Social Responsibility
OECD	Organization for Economic Co-operation and Development
BMGF	Bill and Melinda Gates Foundation
SANAM	South Asian Network to Address Masculinities
PSA	Public Service Announcements

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“Masculinities represent the range of men’s beliefs about manhood and men’s need to exert influence and control in their lives, especially in their intimate partner relationships, and how much power women should have vis-à-vis men.”

“The focus should be on promoting the idea that men can be agents of change while holding them accountable.”

INTRODUCTION

The Convention on the Elimination of all forms of Discrimination against Women in 1979, was the first international forum which recognized male engagement as a critical element for gender equality (Glinski et al., 2018). The importance of male engagement was reiterated at the Beijing Platform for Action (1995), and became a focus of the United Nations Commission on the Status of Women in 2004 (Nanda et al., 2013). Multiple challenges and differences, however, remain with respect to the approaches that can be followed for bringing men and women together to address masculinities and gender equality.

The critics of the approach involving boys and men for women’s empowerment argue that it obscures the privileges that men experience due to rigid gender norms to rigid gender norms and the benefits that they can gain from a more gender-equitable environment. Others make the case that women should remain the centre of gender equality work and resources, since they have been disadvantaged historically. Despite these differences, male engagement is widely seen as imperative for gender equality (Nanda et al., 2013).

According to Nanda et al., (2013:3), “masculinities represent the range of men’s beliefs about manhood and men’s need to exert influence and control in their lives, especially in their intimate partner relationships, and how much power women should have vis-à-vis men.” The same study found that two in five men held ‘rigid and discriminatory’ gender views. The respondents believed that women were not equal to men and favoured actions to control women and curb their agency in household decision-making. A multi-country study by Fulu et al., (2013) found that the use of violence against women in Asia was widespread and varied. At least one in four men surveyed said that they had been physically or sexually violent against their female partners.

Women face severe structural disadvantages and gender-based violence in India (Amnesty International, n.d., Corbridge, 2013). This is often under-reported and there are systemic and social barriers that ensure its sustainability (ibid). A recent Thomson Reuters Foundation poll (2018) puts India first in the list of the world’s most dangerous countries for women.

A study by Kedia and Verma (2019: 21) published by the International Centre for Research on Women, emphasizes on the need with engage on masculinities, “the focus should be on promoting the idea that men can be agents of change by stating that while holding them accountable.” According to Dasra (2015), gender norms prevalent in India’s largely patriarchal society present an imposing challenge. Engagement with men around gender equality and equity should aim to shift norms and power dynamics for the betterment of all, rather than being a zero-sum game between boys and men and girls and women. According to Glinski et al., (2018) promoting positive masculinity has transformational potential when men have opportunities to reflect on how the messages apply to their own lives and take responsibility for their own gendered behaviour and actions. Any sustainable solution therefore needs to address, engage and adapt to this understanding of masculinities (ibid; Kedia and Verma, 2019).



The global 'masculinities' initiative aims to usher in a new phase of participatory reflection that has been absent so far. This can pave the way for structural shifts against the values and norms that sustain discriminatory practices and provide impetus to a new generation of changemakers.

Background

UNESCO conducted a series of activities and initiatives on engaging men and boys for Gender Equality and masculinities across the globe over several years. After decade-long work in this field, UNESCO organized an Inter-regional Dialogue on 'Men, Masculinities and Gender Equality in Africa, Latin America and the Caribbean' in Maputo, Mozambique, on 25-27 February 2019 to take stock of the work that the Organization has undertaken globally on engaging men and boys for Gender Equality and masculinities. The outcome document from this dialogue is a roadmap for a UNESCO Global Initiative on Masculinities.

This gathering facilitated a stocktaking of UNESCO's past efforts at Gender Equality and proposed establishing an inter-regional Steering Committee to be composed of a dozen key partners selected from academia, non-governmental and civil society organizations, corporate foundations, governments and international bodies. The Steering Committee is to be tasked with reviewing; monitoring and reporting; policy and strategies; advocacy and communication; knowledge sharing; and capacity building and governance related to the topic of positive/healthy masculinities and Gender Equality.

The initiative aligned itself with the 2030 Agenda, which aims to usher Gender Equality and empower girls and women. It directly contributes to SDG 5: "Achieve gender equality and empower all women and girls." SDG 5's aims of ending gender based discrimination, violence and other harmful practices are at the core of this project. Specifically, this initiative aims to contribute to the achievement of the following SDG targets:

- 5.1** End all forms of discrimination against all women and girls everywhere.
- 5.2** Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.
- 5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

The global 'masculinities' initiative aims to usher in a new phase of participatory reflection that has so far been absent. This can pave the way for structural shifts against the values and norms that sustain discriminatory practices and provide impetus to a new generation of changemakers. The UNESCO New Delhi Cluster Office, in close coordination with UNESCO Headquarters in Paris, is leading the inception phase of the initiative for India and South Asia. The Social and Human Sciences (SHS) team will engage with identified partners to develop a scoping report on the state of masculinities in India, entitled "Transforming Men'talities". Subsequently, UNESCO New Delhi will spearhead a Partners' Dialogue which will bring together a broad range of stakeholders to discuss, deliberate and build a roadmap for the further implementation of the initiative.

Justification

The stakeholder analysis has been widely used as a management tool for identifying optimal strategies for stakeholder engagement and anticipating future opportunities (Blair and Fottler, 1990). This analysis will allow UNESCO to take the Masculinities Initiative forward by providing inputs for complementary analyses such as the report 'Transforming 'Men'talities: Gender Equality and Masculinities in India'; developing action plans to build support for a reform policy; and guiding a consensus-building process among key stakeholders.

Aims and Objectives

The main objective of this study is to conduct a comprehensive mapping of stakeholders for UNESCO's Global Initiative on Masculinities. The study provides information on:

- Identifying key organizations, groups and individuals that may be most likely to engage and be impacted by the forthcoming initiative;
- Identifying the influence and interests of these entities so that their engagement is tailored to ensure maximum benefits, minimal harm and the project's success.

The two main research questions that this study addresses are:

- Who are the key stakeholders and key funding partners engaged in Gender Equality and masculinity related initiatives in India?
- What are their areas of expertise, interest, and influence levels?
- This study is divided into six sections: Introduction, Methodology, Findings and Discussion, Results and Conclusions, and Recommendations.



METHODOLOGY

This study used a qualitative stakeholder analysis (ODI, 2009, World Bank, n.d.) through a desk-review and consultations within the UNESCO New Delhi Office. The stakeholder analysis refers to a technique that allows for identifying and assessing key individuals, groups and organizations based on their characteristics, interests and inter-relationships that have direct or indirect relevance for a project (Ramirez, 1999; Schmeer, n.d.). The desk review is suitable for this study because of time limitations and the project's initial stage of development. Given the qualitative and interpretive nature of this study, the internal consultation mitigates individual bias while offering a scrutiny of untested assumptions by using UNESCO's long-standing knowledge and experience in gender equality (Brugha and Varvasovszky, 2000).

The definitions of a stakeholder used in this study are:

- Any individual, group or institution with an interest and/or prior experience of engagement with issues related to Gender Equality and masculinities;
- Such individuals, groups or institutions that would be affected directly or indirectly by issues related to the Masculinities Initiative;
- Such individuals, groups or institutions which have an interest and/or expectations arising out of this initiative which may affect the programme or its policy process; and
- Such individuals, groups or institutions who have 'sufficient power' to affect the performance of the initiative.

Data collection

The first step consisted of identifying the key stakeholders through an internet search by using keywords such as 'gender equality interventions in India,' 'masculinities,' 'gender based violence India' and 'women's rights.' This process helped in finding individuals, organizations and interventions that have engaged with these issues in different capacities.

Subsequently, the study carried out a desk-research by using secondary sources found on the internet including published and unpublished documents, reports, news articles and blogs. This step allowed for a more in-depth understanding of the roles, influence and contributions of the identified stakeholders on these issues. Brugha and Varvasovszky (2000) state that the benefits of a qualitative approach include the ability to keep the focus sufficiently broad and allow for hidden themes to emerge.

This process led to the identification of seventy-five (75) key stakeholders. These stakeholders were then organized into categories by using the indicators explained in the results section.

Data analysis

The initial list of seventy-five (75) key stakeholders was refined by using the following indicators:

- **Level of influence:** The indicator for influence consisted of the number of partnerships, years of existence and media reports on the identified stakeholders. Those with five or more partners were rated high; those with more than 10 years of demonstrable/evident experience of working on Gender Equality were rated high; and those with positive media coverage in the past six months were rated high. As long as the stakeholders received high ratings in two of these three categories, they were placed in the high engagement quadrant of the influence-interest grid.
- **Level of interest:** The indicators for interest consisted of the history of work in Gender Equality, particularly of engagement with masculinities and gender norms. The stakeholders who met both these criteria or who had engaged with masculinities were rated high.

Once the stakeholders' interests and influence emerged, an interest-influence grid was used to place them in relevant categories – inform and engage closely, keep satisfied, keep informed and monitor with minimum effort. This prioritization exercise was intended to meet the diverse interests of the potential stakeholders. It was not warranted that the same level of engagement be sustained for each stakeholder throughout the project cycle; it just facilitated identifying appropriate forms of engagement for different stakeholder groups. Finally, the results of this analysis led to the development of a matrix for a stakeholder management strategy.

Limitations

Internal and external events such as a change in a policy can lead to a shift in stakeholders' priorities. Therefore, one value of the analysis lies in capturing these dynamics. This approach also runs the risk of missing the position of stakeholders not highlighted or adequately reflected in secondary sources like organizations' websites or newspaper reports, as well as a subjective interpretation of the sources.



FINDINGS & DISCUSSION

This study divided all the stakeholders into five distinct categories:

1. International organizations (funding partners)
2. Civil society organizations
3. Government agencies
4. Philanthropy
5. Private sector

Through an interest-influence grid, the study was able to gauge stakeholders' interests, influence and unique contributions to advancing Gender Equality and positive in India. This formed the basis for placing the stakeholders in four quadrants. The findings of this study point towards the absence of debates and engagement with masculinities across all categories of stakeholders, despite the positive impact that their select few past interventions have had.



International organizations (funding partners)

This category consists of bilateral and multilateral organizations (known as donors or funding partners) that provide financial and technical assistance based on their institutional mandates and priorities. In India, these organizations have advanced Gender Equality by supporting interventions in areas such as economic empowerment, education, research and healthcare.



Key observations

This study found that international donor engagement with masculinities, except for United Nations entities and a few bilateral organizations, is not widespread. Addressing masculinities is not part of any of these organizations' core mandate (Table 1). There are only a few interventions supported by them which address masculinities. For example, the activities related to the global campaign "He For She" by UN Women or the United Nations Population Fund's (UNFPA) support for a radio edutainment channel called *Naubat Baaja*, in Rajasthan to address the issue of child marriages. The latter uses the medium of storytelling to raise awareness about issues of well-being, health and empowerment of adolescents.

TABLE 1: List of key international donor organizations and their engagement levels

Stakeholders	Interest	Influence
United Nations Population Fund (UNFPA)	High	High
SWISSAID	High	Low
UN WOMEN	High	High
Norway in India	Low	High
US AID/Consulate General	High	High
British Council	Low	High
Canada fund for local initiatives	High	Low



Civil Society Organizations (CSOs)

OECD (2012) defines CSOs as organizations that include, all non-market and non-state organizations outside of the family in which people organize themselves to pursue shared interests in the public domain. Examples include community-based organizations and village associations, environmental groups, women's rights groups, farmers' associations, faith-based organizations, labour unions, co-operatives, professional associations, chambers of commerce, independent research institutes and the not-for-profit media."

Key observations

This study found a large number of CSOs engaged in gender equality-related activities in India. Out of these, the 12 organizations given in Table 2 are also addressing masculinities. For example, Breakthrough India's *Bell Bajao* campaign in 2008 engaged men to take a stand against domestic violence and to sensitize them about their roles and responsibilities in reducing violence against women.

Bell Bajao's series of public service announcements (PSAs) have reached over 130 million people. It won the Silver Lion at the Cannes Lions International Advertising Festival in June 2010.

"Deep-rooted ideologies of gender bias and discrimination like the confinement of women to the private domestic realm, restrictions on their mobility, poor access to health services, nutrition, education and employment, and exclusion from the public and political sphere continue to daunt women across the country."

Bell Bajao's series of public service announcements (PSAs) have reached over 130 million people. It won the Silver Lion at the Cannes Lions International Advertising Festival in June 2010. Further, the former United Nations Secretary-General Ban Ki-Moon endorsed it as part of the UNiTE Campaign to End VAW (Violence Against Women).

The American Jewish World Service, the Centre for Equity and Inclusion (CEQUIN), Rohini Nilekani Philanthropies and Asia Foundation funded the *Mardon Wali Baat* (masculine conversations) campaign. Managed by the Youth Parliament Foundation, this campaign worked in college campuses and urban community settings in Lucknow district (Uttar Pradesh) to create youth-led dialogues and action to question patriarchal notions, norms of masculinity and gender-based violence. One important finding of this campaign's report is that contemporary masculine ideals appear to be imposed and have led to immense mental and emotional pressure on the respondents (Youth Parliament, n.d.). These CSOs make natural partners for UNESCO's initiative because of their understanding and past experience in this field.

TABLE 2: Key civil society organizations with prior experience of work in Gender Equality

Stakeholders	Interest	Influence
Men Engage Alliance in India & Forum to Engage Men	High	High
Centre for Health and Social Justice	Low	High
International Centre for Research on Women	High	High
Youth Parliament Foundation	High	High
Azad Foundation	Low	High
Martha Farell Foundation	High	High
Jagori	High	High
Sahyog	Low	High
Breakthrough India	High	High
Manjari Foundation	Low	Low
SNEHA	High	High
Girls Count	High	High
Halo Medical Foundation	High	High
Equal Community Foundation	High	High
Research Centre for Women's Development Studies	Low	High
Centre for Social Research	High	High
National Foundation for India	Low	High
J-Pal	Low	High
American Jewish World Service	High	High
MAVA India	High	High
The Asia Foundation	High	High
With and For Girls	Low	Low
Blue Ribbon Movement	High	High
Manas Foundation	High	High
Centre for Equity and Inclusion	High	High



Government organizations

According to NITI Aayog's recent report (2018) (see Figure 1) all the Indian states are behind in achieving SDG 5's targets, except Kerala and Sikkim. The Government of India's Five-Year Plans (FYPs), which centralized and integrated national economic programmes, show that the government has been cognizant of gender discrimination and inequality. There are several policies and acts addressing Gender Equality. The 73rd and 74th Amendments to the Constitution of India are important examples of affirmative action since they provide reservations for women in Panchayati Raj Institutions (PRIs) at a minimum level of 33 per cent (PBRDP, n.d.). Stricter laws against gender based violence, more policing and fast track courts have also been established (Kapur, 2012) to stop gender-based violence. The Ministry of Women and Child Development is the nodal ministry working with women and children. The Ministry is jointly responsible for the *Beti Bachao Beti Padhao* campaign that seeks to reduce gender-based discrimination (MWCD, n.d.).

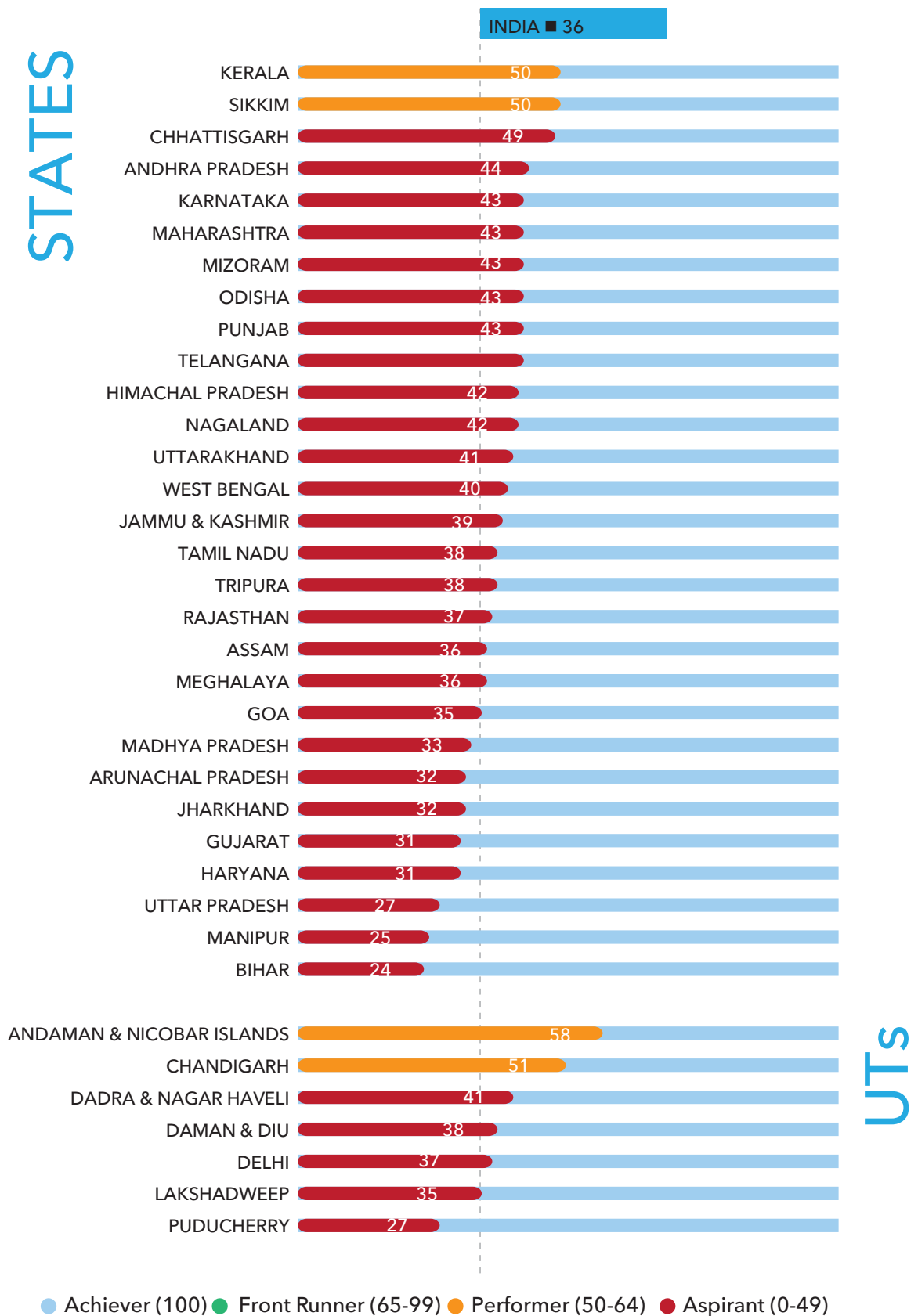
Key observations

The role of men and masculinities remains absent from gender policies in India (Philip, 2015). According to a Ministry of Women and Child Development (2012: 4) report, "India's high level of growth can be sustained only when all sections of the society, especially women become equal partners in the development process... Gender equality and empowerment would, thus need to be a core development goal if the growth planned in the XII plan has to be achieved." The Planning Commission (2012: 166) highlights these structural factors, "Deep-rooted ideologies of gender bias and discrimination like the confinement of women to the private domestic realm, restrictions on their mobility, poor access to health services, nutrition, education and employment, and exclusion from the public and political sphere continue to daunt women across the country." According to this document, the solutions will entail interventions in seven verticals:

- Economic Empowerment
- Social and Physical Infrastructure
- Enabling Legislations
- Women's Participation in Governance
- Inclusiveness of all Categories of Vulnerable Women
- Engendering National Policies/Programmes
- Mainstreaming Gender through Gender Budgeting

Jackson (1999) suggests that men are absent in this conceptualization implying that they do not need any empowerment or change, while Philip (2015) calls it an economist's approach to gender and women's empowerment without real engagement with patriarchal values and efforts to challenge them on Gender Equality. According to Kapur (2012), the policy process needs to engage with masculinities in a better way. The NITI Aayog has a vertical for Women and Child Development with the twin objectives of empowering women and nurturing their children to develop to their full potential (NITI Aayog, n.d.). Its current focus is addressing nutritional challenges (see Table 3).

FIGURE 1: Index scores of states and union territories on SDG 5



Source: NITI Aayog (2018).

TABLE 3: Key government organizations with prior experience of work in Gender Equality related activities

Stakeholders	Influence
Ministry of Women and Child Development	High
NITI Aayog	High
National Centre for Gender Training, Planning and Research	High
Central Social Welfare Board	High
Ministry of Human Resource Development	High
National Council of Educational Research and Training	High
Ministry of Youth Affairs and Sports	High



The private sector

Since economic liberalization in India, private enterprises have emerged as a major contributor to developmental funding (National Foundation of India, n.d.). A part of a company's proceeds are transferred for Corporate Social Responsibility (CSR) activities. Bowen (1953: 6) defines CSR as, "the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society." CSR responsibilities are mandated in Indian policy through the Companies Act 2013. The Act mandates that 2 per cent of the average net profit of a company with net worth of Rs 500 crore, a turnover of Rs 1,000 crore or a profit of Rs 5 crore has to be spent on CSR activities annually (Business Standard, 2014; Ministry of Corporate Affairs, 2013). India is the first country to make this contribution mandatory through law (The Hindu, 2019).

Key observations

The Companies Act 2013 identifies "promoting gender equality and empowering women" as an activity that can be included in CSR (Companies Act, 2013: 288). An OECD (2019) report, however, states that CSR initiatives focus on four sectors: health, education, environment and livelihoods. A wide range of key development gaps and problems including gender discrimination are absent from the list of areas funded under CSR programmes by the corporate sector. This study could find only two private organizations, EdelGive Foundation and Dasra, who have invested resources in addressing masculinities specifically (see Table 4).



A wide range of key development gaps and problems including gender discrimination are absent from the list of areas funded under CSR programmes by the corporate sector.

TABLE 4: Private organizations which have funded Gender Equality-related activities

Stakeholders	Interest	Influence
H. Unilever Foundation	Low	High
Proctor & Gamble India	Low	High
Vedanta	Low	High
Mahindra	Low	High
Ikea	Low	High
Google India	Low	High
Tata Trusts	High	High
CII	Low	High
ITC	Low	High
Godrej	Low	High
Global Fund for Women	Low	High
Hummingbird Foundation	High	Low
EdelGive Foundation	High	High
Dasra	High	High

Philanthropy (private foundations)



A UK House of Commons report (2012:56) defines private foundations as, “Foundations are normally established as a legal entity by an individual, or a group of individuals, for philanthropic purposes. They are non-governmental, non-profit organisations that possess a principal fund of their own and are self-managed by a board of trustees. Unlike charities or even charitable foundations, a private foundation does not generally seek external funding from the public, companies or governments.” One such foundation, the Bill and Melinda Gates Foundation (BMGF), contributed USD 203 million for reproductive health and family planning to India (OECD, 2019).

Key observations

The participation of private philanthropy in addressing masculinities in India is minimal. Kiawah Trust and Packard Foundation are two outliers that have invested resources for addressing masculinities (see Table 5). For example, the US Agency for International Development (USAID), Kiawah Trust and Dasra have launched the ‘10 to19: Dasra Adolescents Collaborative’ to empower more than 5 million adolescents in India by 2021.

TABLE 5: Key private foundations with prior experience of work in Gender Equality

Stakeholders	Interest	Influence
The Bill and Melinda Gates Foundation	Low	High
OAK Foundation	Low	High
Packard Foundation	High	High
Hewlett Foundation	Low	High
The Ford Foundation	Low	High
Kiawah Trust	High	High
Rohini Nilekani Philanthropies	High	High

Concluding remarks

The findings of this study show that civil society organizations and networks such as Men Engage Alliance in India & Forum to Engage Men, Breakthrough India and the South Asian Network to Address Masculinities (SANAM), as well as other partners, understand the importance of addressing masculinities and have led masculinity-related initiatives in India. They have received support from a few stakeholders such as Kiawah Trust, Tata Trusts, Rohini Nilekani Philanthropies and USAID. However, a large ecosystem for engaging men and boys for Gender Equality and addressing masculinities-related issues systematically and consistently is currently missing in India.



CONCLUSION

This study identified potential partners for UNESCO's Masculinities Initiative, with a focus on mobilizing knowledge and funds for the implementation of the Maputo Roadmap on Masculinities.

The analysis used a desk review to gather data and performed a stakeholder analysis to gauge the interest and influence of individuals and organizations who have undertaken Gender Equality and masculinity related work in India. These stakeholders were categorized into five broad categories ranging from government departments to civil society organizations. As part of the stakeholder analysis, they were placed in an interest-influence grid, which helped to identify their appropriate level of engagement and management strategies.

The study found that it is primarily civil society organizations which have led the initiatives on masculinity in India. They are aware of the importance of masculinities in addressing gender inequalities. They have received financial and technical support from a select few donors, the private sector and private philanthropy to undertake these initiatives. The Government of India has also undertaken significant policy measures to address gender inequalities and discrimination; however, it has yet to actively take steps on engaging men and boys in this regard, and to address issues related to masculinities.

The analysis allowed for identifying and prioritizing key stakeholders and building a roadmap for engagement prior to the release of the UNESCO report 'Transforming 'Men'talities: Engaging men and boys for Gender Equality in India.' A further avenue for research is finding the reasons behind the de-prioritization of masculinities in the Indian development ecosystem. This will help in developing a better understanding of, and more meaningful engagement with, masculinities. Policymakers can consider ways of mainstreaming masculinities in policymaking and move towards a more meaningful and comprehensive approach to Gender Equality and achieving the targets of SDG 5.

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