

2018

Evaluation of Forum to Engage Men Network
Jharkhand and Forum to Engage Men
Network West Bengal

Evaluator: Haritha Sarma

11/22/2018



Acknowledgements

I extend my sincere gratitude to CHSJ for offering this opportunity of exploration and learning.

This opportunity of evaluating the 'Forum to Engage Men' networks in Jharkhand and West Bengal offered a unique opportunity to understand and get in touch with the transformative steps in the arena of gender justice made possible by this collaboration.

My heartfelt thanks to Abhijit Das, Satish Singh and Sana Contractor for all the support extended to carry out the evaluation work. I am grateful to you for understanding my personal context that directly affected my report submission deadline. The empathetic stance extended by you is unforgettable.

It would not have been possible to carry out this evaluation without the support of Mahendra. His rootedness in the context, understanding of the issues, network processes and analytical insights were instrumental in arriving at a realistic picture within a short period of time.

My gratitude also extends towards Fatmiji and Kakuli, the coordinators of FEM networks in Jharkhand and West Bengal, respectively, for sharing the information, accompanying me during field visits and being passionate about the growth of the Networks.

I would like to give my biggest thanks to the partners of the network, members of the alliance and Samanta Saathis. Your commitment towards achieving gender justice and the significant steps you are taking are inspiring and transformative.

Table of Contents

| | |
|--|----|
| Executive Summary | 4 |
| I. Background | 6 |
| II. The scope of the evaluation | 6 |
| III. Methodology..... | 7 |
| IV. Understanding the functioning of a Network..... | 7 |
| A. Different stages of growth of a Network..... | 8 |
| V. Historical Context..... | 9 |
| VI. Findings, Observations, and Reflections..... | 10 |
| A. The context of Jharkhand and West Bengal | 10 |
| B. FEM Jharkhand | 12 |
| 1. Impact of FEM in the larger context of Jharkhand | 13 |
| 2. Role of CHSJ | 13 |
| 3. Enabling and disabling factors in the growth of the network..... | 13 |
| 4. Network Membership- contributions given and received | 13 |
| 5. Viability of the Network..... | 13 |
| E. What factors have facilitated or hindered the growth and functioning of the network? | 21 |
| F. Network members location, contributions given and received | 22 |
| G. What is the viability of the network in the future? What are the members' perspectives on how it can be taken forward?..... | 24 |
| VII. Reflections and pointers for future | 25 |
| 1. Programmatic Support..... | 25 |
| FEM West Bengal | 26 |
| 2. Impact of FEM in the larger context | 26 |
| 3. Role of CHSJ | 28 |
| 4. Enabling and disabling factors in the growth of the network..... | 29 |
| 5. Viability of the Network..... | 30 |
| VIII. CASE STUDIES | 31 |
| Institutional Case Studies in detail..... | 31 |
| Learnings from Institutional case studies..... | 33 |
| Individual Case studies in detail: | 33 |
| Learnings from Individual Case studies | 37 |
| IX. Recommendations..... | 37 |

Executive Summary

Centre for Health and Social Justice is a national level resource organisation which pioneered many efforts on working with men and masculinity to achieve gender justice, with equal focus on health rights of marginalised communities. CHSJ also works in partnerships at regional, national and global level.

CHSJ instituted an evaluation process to evaluate the two FEM (Forum to Engage Men) networks it supports, one in Jharkhand and the other in West Bengal. The present evaluation looks at the effectiveness of the network in terms of its functioning and impact.

FEM as a network is a unique organisational partnership. The network invests its energy in engaging with men and boys to bring transformation in gender relations in individual, societal and organisational arenas. An evaluation of such an effort needs to look into three areas;

1. Identity and impact of the network in the larger social context,
2. Internal strength of the network, and
3. Programmatic effectiveness of the network.

FEM is a relevant initiative which shows that including and involving men is an essential extension of gender work. It is a well-known fact that it is patriarchy that influences the behaviour of both men and women and influences the discussions of gender equality in India. Focussing on the underlying elements of structure and engaging with the normative and behavioural outcomes of patriarchy helps to shift the attention to looking at ways of engaging with the system to rework power equations, reorganise roles, create space to engage in meaningful dialogue, and so on.

This collaborative effort is encouraging, and needs more energy to be strengthened further. FEM is one such critical initiative that is attempting to engage men in active dialogue to question their beliefs and perceived roles in family and society.

Findings and recommendations – Jharkhand:

- Jharkhand network has successfully gone through the stage of incubation and early growth. The network is entering its third stage of growth during which it attempts to grow in influence, expand its partnerships and start mobilizing resources internally. FEM Jharkhand is at the right juncture to scale up, as well as add areas needing influence to its current programme.
- Strategic planning exercise is recommended, as this will propel the network towards influencing policy debate, along with sharpening the programme at the state level. The other critical areas for strategic thinking are: strengthening alliances, with a focus on Jharkhand based organisations, the next level of growth for District Forums, Samanta Saathis, and resource mobilization.
- Expanding outreach with a broader base of organisations will strengthen the network further.

- Effectiveness of the network could increase if passionate Samanta Saathis get bigger roles in supporting the District Forum so that well-trained staff can start training other organisations.
- Cross-learning should happen across all levels and enhanced exposure to staff is recommended.
- It is recommended to strengthen the cross-learning processes from the experience of intensive implementation areas of work.
- Sharing of experiences, learning and insights of grassroots staff needs to be intensified, and strengthened further within FEM.
- There are significant shifts in the perspectives and behaviour at the level of individuals both at the leadership level as well as at the level of staff and Samanta Saathis. It is recommended to further reflect on the desired impact at the level of organisations and at community level.
- It is recommended to build further on the existing work to enhance the depth of the programme through creation of groups at the village level to engage with fathers, adolescents, service providers and the community. To achieve this, greater allocation of resources for capacity building needs to be considered.
- The state coordinator's (HI Fatmi) effectiveness could increase if he gets more assistance in routine operational and administrative aspects of network coordination.

Findings and recommendations – West Bengal:

- OD support should be given to the network so that it paves way for role clarity of all the actors involved and to propel the network through to the next stage. FEM West Bengal is at the stage of completion of incubation and initiation and needs support to grow programmatically, as well as to establish its identity.
- Due to historical trajectory of work in West Bengal, FEM West Bengal has more women members in the secretariat, as well as in informal leadership positions. Supporting men to take up leadership roles within the network is an area that needs a continuous thrust.
- Public profile of the organisation needs strengthening; visibility and identity of the network has to increase.

I. Background

The Centre for Health and Social Justice (CHSJ) is a civil society institution working on issues related to health and social justice. It is a registered Charitable Trust founded in 2006 with headquarters in New Delhi. CHSJ is a resource organisation on issues of Men, Masculinity and Gender, Health Rights of Marginalized Communities and Reproductive and Sexual Health and Rights. CHSJ works closely with adolescents, youth as well as community leaders. CHSJ works in partnership with other civil society organisations and shares its learning at the global level.

CHSJ also works closely with women's groups and is a partner in the 'One Billion Rising' campaign for stopping violence against women. Its work shows that given the opportunity, there are a significant number of men who are willing to try out new, equitable behaviours at home and in public. Such men also take public action to challenge gender-discriminatory practices and work towards setting new social norms. CHSJ is also a partner of the global MenCare campaign which looks at men's role as fathers. From its inception, CHSJ has been working to achieve gender equality and has carried out various campaigns to address the issues of VAW, declining sex ratio, responsible fatherhood, men's role in RSHR, etc.

CHSJ works closely with networks for sharing learning. Globally, CHSJ is a founding member of the MenEngage Alliance and continues to be part of its Governing Board. Nationally, it has facilitated a network of groups working with men for gender equality called Forum to Engage Men (FEM). As a part of the national network, state level networks: FEM in Jharkhand, MAE in Madhya Pradesh, Bapanchishala in Maharashtra and MASVAW in Uttar Pradesh got established and strengthened as part of the Father Care Campaign supported by the Oak Foundation over 2012-14. The networks, rooted in civil society, had at their core, membership from local NGOs working around issues of gender justice, women's empowerment and child rights but could also reach out and engage teachers, media and local service providers.

In the last three years, CHSJ supported the formation of FEM Jharkhand and FEM West Bengal. To enhance the overall impact of the effort, CHSJ has planned a two-pronged strategy. One prong is the intensive community level work which acts as a demonstration site, and the second prong is the perspective sharing, networking, capacity building work which also feeds off the demonstration site results. The present assignment focuses on evaluation of networks formed in Jharkhand and West Bengal.

II. The scope of the evaluation

CHSJ planned the evaluation of its intensive programme, as well as of the network building processes simultaneously, to understand and learn from the cumulative effect. This evaluation focuses on CHSJ's effort to continue the work through network approach in Jharkhand and in West Bengal. The scope of the evaluation is as follows:

Understanding growth of the FEM network

- a. In what way has the network addressed issues of gender equality and social justice more broadly in the context of Jharkhand?
- b. What are the interventions/inputs that CHSJ has put in to develop the network?
- c. What factors have facilitated or hindered the growth and functioning of the network?

- d. What are the network members' specific interests/vantage points? What do the network members gain from the network and in what ways do they contribute to it?
- e. What is the viability of the network in the future? What are the members' perspectives on how it can be taken forward?

Case studies were conducted of specific organisations that have been impacted by the network and have taken on new work around men, and the following questions emerged:

- a. How did association with the network influence the organisation? How did CHSJ's association impact the work of the network, as well as its core work? What is it doing differently in its work with communities and what have been the results?
- b. How has this idea influenced the overall institutional thinking as well as the thinking of individuals within the organisation?
- c. What did CHSJ do to make this happen? What sort of opportunities were created? What type of trainings were given and at what interval, what types of platforms were created for bouncing ideas and for discussions? What type of exposure was planned to enable the organisation to translate the new thinking into action?

The detailed ToR is given as Annexure 1

III. Methodology

1. Documentary review of all project documents including the project proposal, narrative reports, a previous OD report and so on. These reports were provided by CHSJ.

2. Field visit including meeting with FEM members in Jharkhand and West Bengal, meetings with two district level forums in Jharkhand and with specific organisations to which CHSJ has provided its targeted support on work with men.

Process, Tools and Methods:

The evaluation employed participatory methods of interaction to elicit discussions with members of the network, partners in alliance, district forums and Samanta Saathis. The core group members also did a subjective assessment of strategies of the core programme.

The evaluation did not have the comfort of time to undertake individual interviews but could collect case studies from a few organisations.

IV. Understanding the functioning of a Network

This section briefly describes critical dimensions of a network. This model is broadly kept in view during evaluation.

Networks are a different type of organisations, due to the fact that they are organisations of organisations. Multiple independent organisations coming together for a purpose demand a different mechanism to coordinate, learn and create impact.

Following six elements are crucial for understanding the functioning of Networks:

Context:

Networks operate in a particular social context. The context signifies the institutional environment in which networks operate.

Vision, Goals and Purpose:

This element is the central point around which members work together. A network legitimizes its existence and functioning through articulation of Goals and Purpose.

Coordination Mechanisms:

Since Network members operate in geographically different locations, the systems of planning and coordination become an important area in itself. The roles evolved for managing a network, be it the expected role of members or the role assigned to the secretariat, and coordination mechanisms that provide inherent strength to a network as an organisation.

Programme implementation and Impact:

The programme activities are the translation of purpose into action. What gets done at the field level and facilitated changes according to a plan is a critical indicator which qualifies the existence of the network.

Identity:

Networks are formed to achieve a greater impact in diverse socio-political environments. They advocate for larger social change in their area of work. How the members view and associate with the network internally, and how external civil society organisations and the larger society views the network influences its growth and sustainability.

Culture of learning:

Network as a learning organisation gets its life force from the culture of learning which gets formed in the arena of operational activity. Learning from each other, learning from other associations, discussing about internal issues on a constant basis keep a network healthy and proactive.

A. Different stages of growth of a Network

Very little published literature is available on the stages of growth of a network of civil society organisations. From a practitioner's point of view, following stages are kept in mind as a reference for assessing the stage of growth of FEM Jharkhand and West Bengal.

Stage 1: Initiation and Incubation

The initial stage of Network is when it comes into existence. Typically there will be one or two agencies that bring others together and set the work in motion. The network in this stage is completely dependent on the initiating and incubating organisation. The initiating and incubating organisation channelizes funds, sets up coordination mechanisms and builds capacities needed for the implementation of desired programme.

Stage 2: Growth and Identity formation

As a network moves ahead and starts implementing programmes and coordinating with each other, it enters a phase of growth, leading to strengthening of identity both internally and externally. During stage 2, common goals emerge, and systems are set.

Stage 3: Independence; finding internal locus of control

The stage 3 networks are more confident in their thinking and action. They continue to depend on the initiating organisation in a less intense way. The internal ownership of the network is high and dreams about future growth are shared by members. Mobilization of internal resources begins and further expansion of the agenda is initiated.

Stage 4: Interdependence

When networks reach interdependence, they are mature, both at the level of internal coordination, and external partnerships. They have diverse forms of associations and move to become relatively permanent players in the area of work. The sustainability of the purpose and work is ensured for the near future.

V. Historical Context

As a backdrop to understand the work of the FEM networks, it is probably useful to look back at the history of women's movement in India and situate the work of FEM in that context:

Historical context

India has had a long history of feminist movement. Women have been actively advocating and empowering themselves to fight social evils, create space for political participation, ensure their rights as working women, claiming sexual and reproductive control and rearticulating their roles in the family space.

Given below is a quick glance at the various legislations that have augured rights to women in a legal framework:

- Bengal Sati Regulation, 1829 (Making Sati immolation an illegal practice in British India)
- Hindu Widows Remarriage Act, 1856 (Legalised widow remarriage in India)
- The Factories Act, 1948 (has special provisions for women)
- Hindu Succession Act, 1956 (Right over father's property)
- Women's Suffrage, 1921 (Madras was the first province grant voting rights to women who held property)
- The Child Marriage Restraint Act, 1929
- Universal Suffrage, 1950
- Dowry Prohibition Act, 1961
- The Equal Remuneration Act, 1976
- Sati Prevention Act, 1987
- Reservation of seats for women in local bodies of governance, 1993 (73rd and 74th amendment)
- Protection of Women from Domestic Violence Act, 2005

- The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal), 2013
- The Maternity Benefit Amendment Act, 2017

Several prominent women's movements have led to the enactment of several of the above legislations in India. Gandhi invited women leaders to join the independence struggle actively through the Quit India movement. Though this is historically highlighted, women have also been actively engaged in Suffrage movement and voicing their concerns over reproductive health. India was the first country in Asia to establish a birth control clinic in 1930 in Bombay. The feminist movements were instrumental in highlighting the need to not look at women as mere receivers of family planning services, but to widen the focus of women's empowerment initiatives to work with issues of women's control over her body, sexual health of adolescents, young women and so on. The other prominent women's movement before independence has been with regard to education. This movement continued to have significant influence in the post-independence period too. Dalit women's movement took precedence when the women from poor and disadvantaged communities felt that their issues were not being addressed by the mainstream women's movements.

The work for women's empowerment is an agenda which continues to be a focus of many civil society organisations. As an overall result, they have effectively started destabilising the foundations of deep-rooted patriarchy in various arenas of life. These shifts have led to two significant responses from men: 1. The patriarchal backlash through men's rights movement which tried to portray men as victims of change, a stance which is gender blind and regressive. 2. The second response from men is important from the point of view of transforming gender relations. Gender aware men took a proactive stance of questioning the role of 'traditional' men and started walking along with women in the fight against gender injustice and patriarchy. Till the 1990's, men were active supporters of the empowerment agenda. Realising that transformation of gender relations needs more than supporting emancipatory struggles of women, the efforts began to actively involve youth and men in the struggle towards gender justice. This collaborative effort is encouraging and needs more energy to strengthen itself. FEM is one such critical initiative that is attempting to engage men in active dialogue to question their beliefs and perceived roles in family and society.

VI. Findings, Observations and Reflections

The historical context of civil society action in Jharkhand and West Bengal is presented in the following section. Since both networks have different trajectories of growth and potential, from the analysis and readability point of view, observations and reflections related to FEM Jharkhand and West Bengal are presented separately.

A. The context of Jharkhand and West Bengal

Locating FEM within the work on women's rights in West Bengal and Jharkhand

Jharkhand

In Jharkhand, women's rights activism has evolved alongside the struggle for freedom with the Jharkhand Mukti Morcha since the 1960s and 70s. Women have been active in public life and were also part of the earlier freedom struggles, especially among the Santhalis. In the 1980s, as feminist activism gained ground in other parts of the country, it also did so in Jharkhand. The 1980s saw the emergence of prominent women's rights activists, self-help groups that promoted women's empowerment, and a lot of work on women workers' rights, especially with unions of political parties. In the 1990s, networks such as National Alliance of Women's Organisations (NAWO), Jharkhand were formed. In the 2000s, the NGOs' work began to gain ground. Several national and international NGOs work in Jharkhand on women's issues from different perspectives. In the health field, big international organisations like JHPEIGO work with the government on maternal and reproductive health. There is a big presence of donors in the state and they have also established their own networks. In 2004, Oxfam's 'We Can' campaign trained about 50,000 "changemakers" to take action to end violence against women. Another network "Jumao Manch" is also a network of Oxfam partners who work on various aspects of violence prevention and response. In addition to this, networks against trafficking of women such as the Jharkhand Anti-Trafficking Network (JATAN) have also emerged, as this is a big issue in the state. National NGOs such as CREA are working especially with elected women's representatives, and a network has also been established by it on this issue. FEM Jharkhand began work in this context, bringing together organisations working in different domains but with a common interest in gender equity, to do sustained, focused work with men.

West Bengal

West Bengal has a long history of organizing around women's rights. In the recent past, in the early 1980s, while concerns around dowry deaths, domestic violence and rape were being raised at the national level through organizing around landmark cases, similar activism also existed in West Bengal. In this period, the work of two autonomous feminist groups – Nari Nirjatan Pratirodh Manch and Sanchetna – deserves mention. Both were non-funded networks, without overt political affiliations (although members of the networks did belong to the left and ultra-left political factions) who responded largely through intervening in individual cases, especially those of domestic violence, providing support services and legal support as well as public meetings and protests, held every Friday. Apart from the feminist groups, there were several NGOs, both large and small, that worked with women – but not necessarily from a feminist or women's rights perspective. They saw women largely as mothers and did work around women's health, child health, and so on. By the time the 90s came around, there was no visible network and the autonomous organizing that the 80s saw had petered out. However, organizing around the Beijing conference (1995) once again brought feminists working on women's rights issues together in the preparatory phase and once again, a need to have a network of visible solidarity was felt. The 90s also saw the emergence of feminist NGOs like Swayam, and these, along with other NGOs, voluntary organisations and individuals came together to form Maitri. Maitri was formed so that these actors could come together to raise women's issues in a collective way through demonstrations, meetings, writings, and a show of visible solidarity. Maitri, too, is an autonomous network (not funded or associated with any political party) consisting of about 25 organisations. In addition to women's rights, Maitri has also been raising concerns around other social justice issues such as the anti-nuclear movement in support of Irom Sharmila, and is also associated with organisations working against communalism, like Swayam, Azad Foundation, Know Your Neighbor, and so on. With the Domestic Violence Act passed in 2005,

another network – the Aman Network focusing on ensuring implementation of the DV Act also emerged.

Alongside the work of the feminist movement, developmental work was also done with trans and sex workers' groups, primarily due to the focus on prevention of HIV/AIDS. Organisations like Manush Bangal, Sambhavnaa did not work much in contact with feminist groups, but did with sex workers' groups like Durbar Mahila Samanvay Samiti (DMSC); Durbar itself has trans groups. Sex workers' activism also started with an interest in HIV in the early 90s; along with the focus on HIV prevention, they began also to work with sex workers' children (like setting up homes) and their economic needs (a cooperative bank was established because sex workers were forced to borrow money at high interest rates from money lenders).

As far as work with work with men is concerned, perhaps the first of men's networks in West Bengal was the network of Babus – Sathi Sangathan – established around the year 2000. It consisted of intimate partners of sex workers, who came together around an interest in HIV. It began with speaking to partners (as part of partner notification) for HIV prevention, since they often brought infection back to the sex workers. A study at the time also showed that sex workers faced violence from the Babu more than the clients. So it was seen important to work with Babus in a systematic way. But it did not last long, perhaps because the men were simply not interested. About 5-7 years ago, child rights organisations like Prajak started working with boys on gender equality too. Prajak especially worked from child rights perspective, then an adolescent rights perspective. Swayam and Parichiti also realized that work with women is not sufficient to address gender inequity, and more recently, began work on engaging men in issues of gender equity.

In the specific context of efforts of civil society organisations in Jharkhand and West Bengal, what emerges is an intense work, predominantly with women, towards achieving the goals of socio-political empowerment. The organisations and networks realised the importance of involving men, and some attempts were made, but the network of FEM is the first network of organisations working with men towards gender equality in a systematic way. FEM brings together various players for concerted efforts with men. Alongside this, other community organisations – local philanthropies interested in working on women's rights, and clubs have also joined the network.

B. FEM Jharkhand

The findings and observations on FEM Jharkhand are classified under four broad categories in tune with the areas of exploration. They are:

1. **Impact of FEM in the larger context of Jharkhand**
2. **Role of CHSJ**
3. **Enabling and disabling factors in the growth of the network**
4. **Network Membership- contributions given and received**
5. **Viability of the Network**

The Impact of FEM in Jharkhand

The Forum to Engage Men (FEM) network has been functional in Jharkhand since December 2012. FEM is initiated and incubated by Centre for Health and Social Justice (CHSJ). CHSJ also holds a larger mandate to develop and support networks at national level to work with men and boys on gender-based violence and gender justice issues.

FEM goals and Objectives

Goal:

“FEM Jharkhand envisages a just society by focusing on empowerment of women and children through mitigating incidences of violence against women and ensuring child rights.”

Objectives:

- To reduce incidences of violence against women, gender inequality and ensuring child rights in the State with the involvement and active role of men.
- To develop women leadership and self-confidence of women by the support of men in all sectors of society.
- To create awareness among men on different forms of VAW, and also that VAW is a larger social issue.
- To make advocacy efforts to minimize the incidences of VAW and also to ensure child rights are protected.
- To liaison and network with like-minded organisations working around larger women’s issues, to raise from a larger platform.

Programmatically, FEM Jharkhand was developed to implement the **‘Father Care Programme’** funded by OAK Foundation. The programme was implemented in two phases. The first phase was of 2 years starting from the year 2013, followed by another phase of 1.5 years (with a break of 9 months in-between).

The programme itself is divided into two components: an intensive one operational in 30 villages, and an extensive one working in 250 villages. FEM Jharkhand also runs the *'Ek Saath Campaign'* in 13 districts, covering 250 Villages. The present evaluation is focussed on the work of network partners.

The larger impact of FEM Jharkhand after six years of its initiation can be seen under following sections:

- **FEM as response to a historical need;**
- **FEM as a conceptual and institutional reference; and**
- **Emerging voice in the civil society and larger public spaces: Alliances.**

FEM as response to a historical need

The work related to gender justice in India has gone through many phases. In the earlier section, a broad history of struggles against gender injustice in the country was documented. The specific context of Jharkhand and West Bengal are also briefly discussed.

The significance of FEM draws its relevance from this historical trajectory of work.

The feminist ideology and its foundational belief that 'personal is political' has a deep impact on the work related to gender equality in post-independence India. Civil society organisations initiated, and continue to struggle against patriarchy, especially violence against women and gender-based inequalities. More than half a century of this work has resulted in many significant changes at the level of perspective and in the realm of policies.

Collage of different voices from the network talking about the impact of FEM Jharkhand:

"Earlier, the perception has been that Gender means women and girls. Violence on women is thought as household issue. Now men have also understood that this is not the women's issue but a societal issue. Men are raising voice on incidents of violence against women. Other networks and organisations have started working with men and boys on gender and women's' issues. Involvement and participation of men in caring of children has enhanced. Due to FEM we have a state level and district level sharing and learning platform for men. Building a pool of 780 Samanta Saathis is in itself a beginning of transformatory change"

It is also important to recognise that in the above phases of work on gender equality, mobilisation of women and building their strength at individual level and as a collective has been the key strategy. This has been the need historically as well. While this is a necessary step, the role of men has been psychologically located as 'oppressors' and only the enlightened few supported the women's struggle against patriarchy.

The long history of women's struggle has led to significant movement in many areas of work. Gender justice is not just about emancipation of women. Unless a critical transformation in gender relations is not initiated, the movement will not shift the fundamental reality. It is in this context that the

significance of Forum to Engage Men needs to be viewed. FEM has given a platform for men to voice their stances and act against many forms of gender-based violence.

At present, both at the level of individual and of alliance members, the awareness about significance of FEM in the social change process is unmistakable. The individual journeys of organisations as well as alliance partners have led to an understanding that unless men are proactively included in the journey, the achievement of gender justice is not possible. In the larger civil society context of Jharkhand, FEM has positioned men as proactive actors in the process of social change. This is acknowledged by everyone.

FEM as a conceptual reference for engaging men towards gender justice

The core principle of working with men and boys on gender justice and protection of child rights has been associated with FEM. FEM signifies the proactive involvement of men in the minds of alliance partners and larger civil society spaces in Jharkhand. As one of the invitees to the alliance meeting, Shravani from SAMVAD shared, *'earlier we used to speak to women exclusively to encourage them to participate in Gram sabha meetings. Recently, we have started talking to men as well. This shift happened after getting to know FEM and understanding its work. FEM is necessary for enabling changes like these.'*

While listening to the experiences of alliance partners, it is clarified that in the minds of partners, FEM has become a conceptual reference for male engagement on gender issues. It may be at a nascent stage but a significant one. It is possible to develop further, a 'FEM way of analysing and responding to issues of gender justice'. The cross-cutting theme of locating and involving men and boys in the dialogue and change action related to fighting gender injustice and protection of child rights is the institutional contribution of FEM. The essence of sharing from members, alliance partners and Samantha Sathis affirms this point.

Institutional identity:

FEM Jharkhand has been acknowledged by members as an institutional platform for discussing and working on gender-based violence and gender justice issues with men as proactive agents of change.

This institutional identity is also gaining visibility in the eyes of public. The involvement of the network under FEM banner in various protests against acts of violence which shook the country during last couple of years and its interface with the print and electronic media has contributed significantly towards evolving a public perception about FEM as an active organisation in the domain of fight against patriarchal norms and behaviours.

Within civil society context, FEM is active through its alliance partners and participation in various platforms for dialogue and discussion.

Some of the highlights of FEM Jharkhand's achievements are:

- The awareness on Protection of Children from Sexual offences Act, widely known as POCSO Act, has reached the community. The capacity building initiatives of CHSJ, along with creation of a cadre of Samantha Sathis acted effectively in transfer of information. In Koderma, where FEM is working with Samarpan, Samanta Saathis shared their learning about toxic male behaviour and their changed orientation towards girls, women and children. They shared their basic understanding about POCSO Act. They also have basic information about PWDVA and S. 498-A, IPC.

- FEM joined other organisations in public protests against gang rapes which rocked the nation recently. After Kathua, Una, and Kuti incidents, FEM acted as a platform for men to raise their voice against these incidents. The presence of FEM was not limited to Ranchi but moved to other districts as well.
- FEM is seen as the emerging voice in the civil society and larger public spaces based on its work and its alliances and its engagement with the media.

C. Role of CHSJ

CHSJ has played a pivotal role in initiation and development of the network. The organisation has invested a significant amount of institutional time and energy in this endeavor. The relationship of CHSJ can be conceptualized under four areas of action.

1. The role of CHSJ in initiation and incubation of a Network

CHSJ initiated a meeting of like-minded organisations during 2012. The discussion during the initial meeting was about proposing the idea of working with men and boys on gender-based violence and gender equality. The initial meetings paved the way for a critical number of organisations displaying their interest in coming together at a platform. From the beginning, CHSJ has consciously kept itself out of the driver's seat. This decision to support the network formation, not in the role of a leader, but as an enabler is a critical contributor towards the position of the network at present.

This stance comes from institutional learning of CHSJ from other parts of the country. It has resulted in network members taking longer time in developing the ownership of the platform, but there is an internal locus of control experienced by members: this can be seen from their participation, both in terms of numbers and quality of responses. There is a sense of acknowledgement among members about the way in which learning platforms of FEM have impacted their personal lives and their work with people. There is a desire to continue the network and build it further. One of the dreams held by the group of network members is to 'expand FEM Jharkhand within the state and enhance its influence in the national level'.

2. Capacity building and OD support

Capacity building is the widely acknowledged input of CHSJ. For the first time, most members had access to open up and explore their personal, familial and community level relationships with people from the other gender and check the level of equality in the roles or positions of power (or lack of it) openly. The capacity building efforts supported not just in building perspectives, but also in the ways of working with men.

As one of the member Ravi Kumar from MMS shared: "We were aware through our work that working with women only is not enough but our engagement with FEM made us realize the critical importance of the need to work with men and boys. It is not just change in the view but modules of capacity building gave us direction to engage with boys and men. Now we know that the change needs to be initiated from personal level to policy level."

Another member, Manohar Kumar from Jan Sarokar shared: " Along with individual awareness, the idea of creating Samantha Sathis and evolving a district level platform of likeminded individuals from various walks of life are a concrete steps forward in translating purpose in to action."

The inherent strategy to begin with the personal domain, has impacted individual heads of the organisation. This essentially created a different starting point with a focus on coherence and gaps in thinking, feeling and behaviour. The content and methodology of capacity building interventions challenged the learnt political correctness through other gender trainings.

The direct impact of the initiatives can be seen in the lives of the NGO heads in altering the roles in the family and in the organisation. This effort enabled them to take a transformatory stance mainly at the personal level. While responding to the question of how involvement in FEM impacted the members, there were many responses which affirmed ways in which engagement with FEM and especially going through the capacity building programmes positively impacted the lives of members in shifting their household roles and behaviours. The member representing MNS became quite emotional when he recounted the way in which he treated his wife and children earlier. "I was authoritative and did not tolerate my wife challenging my decisions. I did not involve myself in any household work and behaved like a boss at home. Participation in workshops made me realize that at personal level that I am far from achieving equality in my family. This made me deeply reflective and the way I behaved with my wife changed significantly. I am happy about bringing these changes at home."

The capacity building inputs were not limited to workshops; meeting spaces were also used as platforms for discussing relevant gender issues. Following is the list provided by the coordinator of the network.

| FEM Jharkhand Alliance Individual members | |
|--|--|
| 1. | FEM Jharkhand state meetings half yearly |
| 2. | Fem Jharkhand core team meeting |
| 3. | Capacity building to FEM partner organisations on Gender and Masculinity |
| 4. | Capacity building on women and child rights |
| 5. | Capacity building of second line on FEM concept, gender and masculinity |
| 6. | Exposure visit of FEM members of intensive work |
| 7. | Media workshop with organisation members and journalists |
| 8. | Participation of FEM members in national meetings, workshops and programmes |
| 9. | Learning materials on FEM issues |
| 10. | Organisational development/Network development workshop |

Engagement with capacity building and outcome

ASHA- Asha is member organisation of FEM. It initiated work with boys, and took the support of FEM to facilitate training with group members on gender issues. ASHA has started discussion with brothers of adolescent girls group on the issues of gender and VAW. FEM is actively involved in facilitating learning events with staff and boys' groups' leaders.

Bhavishya Kiran – Rahul Mehta is associated with Bhavishya Kiran organisation, and is also a mentor in the 'Responsible Partner and Caring Father' program. Bhavishya Kiran works with the physically challenged, especially young men and women, in Jharkhand. The organisation has started to incorporate the issues of gender equality and child rights in their training module and discussed at

various platforms. Bhavishya Kiran became a member of FEM-JH network in 2017. They used the various IEC materials developed by CHSJ such as the poster, pamphlet and training module in their existing program.

OD support

Looking back, it also comes to fore that the OD workshops have created space for members to come together, critically review their stances, take stock of the progress and develop systems and processes to run the network organisation.

It is during first two OD workshops that functioning aspects of the network were clarified. The third OD workshop has helped them to rethink on the structure and prepare for future. This galvanized the members to own and build collective ownership and to take charge.

Organisation Development process was facilitated by Tejinder Bhogal in three phases:

- Stage 1: A diagnostic phase in which Tejinder and Satish spent time with various members of the Jharkhand FEM to understand issues.
- Stage 2: A preliminary workshop to develop a shared understanding of where the network stands; its sources of energies, as well as what could be blocking its further growth. The workshop also helped to work out the Vision, and Mission of the network which was detailed out in the following three months.
- Stage 3: A follow up workshop to build a Theory of Change and detail out network growth and work strategies.

3. Accompaniment support

This is most critical support of CHSJ. The accompaniment support provided by Mahendra buttressed the network in facilitating multiple activities, starting with quarterly meetings, sharing ideas, suggesting topics for further enquiry, etc.

The following points were acknowledged by members as useful interventions from CHSJ towards building the FEM network:

- Inputs during Quarterly meetings;
- District Forum- idea;
- Training modules, IEC material, exposure visit;
- Administrative linkages with other organisations, Govt., etc;
- OD intervention in 3 phases;
- Partner capacity building: Gender and masculinity and Patriarchy;
- Mentors training (organisational representatives);
- Training on witch-hunting and sexual harassment policy;
- Exposure visit of FEM members to intensive field areas;

- Quarterly and six monthly training programme and CB; Theory of change, Campaign, coordination and facilitation;
- Gender policy, committees against sexual harassment, child protection committees have all come into existence.

4. Building alliances

CHSJ has consciously encouraged building of alliances with FEM network. The alliance building is covered in the next section of the report. This area needs a special focus. Following is the list of organisations with which FEM Jharkhand has built alliances:

| FEM Jharkhand Alliance members Organisation and network | |
|--|--|
| 1. | Jumav Manch |
| 2. | Ibtida Network Jharkhand |
| 3. | Mahila Garima Abhiyan |
| 4. | Adivasi women network |
| 5. | Jhatrkhand anti trafficking network |
| 6. | AAI |
| 7. | Maitri |
| 8. | Breakthrough |
| 9. | Jagori |
| 10. | Ekjut |
| FEM Jharkhand Alliance Individual members | |
| 1. | Madhukar Ji, Journalist |
| 2. | Sudhir Pal, Activist and Journalist |
| 3. | Elina Horo, Activist |
| 4. | Dr. Kiran, Activist |
| 5. | Praveer Peter, Activist |
| 6. | Bandana Tete, Activist and Organisation |
| 7. | Vasvi, Activist and Journalist |

| | |
|----|---------------------------------|
| 8. | Dr. Rajshree Verma, Academician |
|----|---------------------------------|

Nature of relationships with some of the alliance partners

Mahila Housing Trust – MHT is working with women in Ranchi at urban community level. It provides technical training inputs to work as construction supervisor or ‘Rajmistri’, for construction of toilets. To address the domestic violence issues faced by women members, they approached FEM for support, which organized an orientation for staff members involved in implementation. This capacity building initiative is continuing.

Maitri – Maitri is a Delhi-based organisation working with rickshaw pullers in Ranchi city. Aprajita Mishra is an advisory group member under ‘Responsible Partners and Caring Fathers’ program. On the invitation of Maitri, FEM conducted a series of trainings with the staff of Maitri and with rickshaw pullers. Addressing the gender biases of Riksha pullers has positively contributed towards building a safe environment for the women commuters. Maitri has also joined Ek Saath campaign.

Dr. Rajshree Verma from XISS - She is the project advisory group member under the ‘Responsible Partner and Caring Father program’. She is instrumental in organizing learning events with students on issues connected with gender Justice. She has also started sending students as interns to partner organisations.

The coordinator of FEM Jharkhand shared that alliances were also helpful in coming together on policy issues. In 2014, FEM actively took part in the drafting committee of Jharkhand womens’ policy. After policy was made, suggestions were also made for the amendments and joint action was initiated. This can be seen as one of the pointers for the prospective future area of work.

Support Received

Along with providing support to the members of alliance network, FEM received support from the members in organizing network events as well as in building capacities of member organisations.

Some examples

Aali – Reshma Singh is the member of project advisory group under the ‘Responsible Partner and Caring Father program’. Aali team always provides support to programs such as animators’ training, annual meet, 16 days activism, etc. Aali team provides their technical support in cases of child and women rights’ violation issues.

- **Ekjut**- Support in annual meet through facilitating input sessions.
- **Breakthrough** - Support in annual meet through facilitating input sessions.
- **FAT**- Support in animators’ training and annual meet through facilitating input sessions.
- **Jagori** - Support in animators’ training and annual meet through facilitating input sessions. Jagori team continually discusses and shares about the safe city program, running in Ranchi and Hazaribag district of Jharkhand.
- **ITDP** - Support in annual meet through facilitating input sessions.

- **Plan India** – Support in annual meet through facilitating input sessions.

Reflections on FEM alliances

- The number and nature of alliance members indicate that there is a need to increase the number of Jharkhand-based partners. This will make FEM more grounded in the State and help spread the work with ‘men and boys’ in the local institutional context as well as societal context.
- Diversity and intersectional representation of partners is another area needing attention. Organisations working in the areas of health, child rights, land rights, and education can be proactively approached. Organisations working with a focus on Dalits, sex workers, LGBT community can be another area of meaningful expansion for the network.
- As far as organisations working on gender issues is concerned, there seems to be a perception of hierarchy in the mind in which working with men on violence against women is higher when compared to bringing fathers in to strategic shift of a caring role. This seems to emerge from the dominant intervention-related narrative that to address violence against women the support of men is needed. The focus is predominantly on women and their emancipation, and not the transformation of gender relations. Facilitating men’s entry into non-traditional roles has not received adequate attention. FEM has a role to play in changing this mindset.
- In addition, violence on children is mostly invisibilised and mainstreamed to a great extent, and rationalised as good parenting. FEM has a role to play in changing this control paradigm as well.

D. What factors have facilitated or hindered the growth and functioning of the network?

There are several factors which facilitated growth of the network and its functioning. The important factors are listed below:

- As stated earlier, the historical trajectory of gender-based work in India is ready for a proactive involvement of men. Perceiving the work with men as not so critical is changing, and it is becoming increasingly clear that working with men and boys is slowly but surely considered as necessity to change the nature of gender relations.
- The heads of the member organisations have worked in the field of gender and were ready to take the message into their organisations and to the community.
- The diversity of inputs from CHSJ is a critical factor in shaping ‘working with men and boys on the issues of gender justice’, a central theme for the network.
- Alliances with other organisations of the network helped FEM to expand its arena of influence.
- OD initiatives played a key role in bringing members together and facilitating a collective reflection on systems and processes. This has enabled collective ownership.
- Ek Sath campaign and father care programme have given a programmatic dimension. It is hugely conducive to the growth of the network.

Hindering factors for the network

- The criteria for assessing the outcome and impact of the network are not clearly understood across FEM network. This lack of common understanding has hindered the focus of the network. Creation of Samantha Sathis is articulated as a key indicator. Beyond that, understanding on the field of action regarding the network remained rather vague.
- Alliances were built, but a strategic focus is lacking. For example, the number of Jharkhand-based organisations are minimal.
- Severe constraint in the resources available for the programmes and learning events hindered the growth of the network. Strengthening the programme component and making resources available for learning events could help the network further.
- It is rather surprising that most of the members shared that there was not much significant cross-learning that happened from the intensive areas of work. The modalities of learning need a review if the same model is continued further.
- FEM interventions have initiated admirable changes at the individual level. Be it the heads of organisations or Samantha Sathis, this gets articulated. A change at the level of organisations and community level indicators are rather unconvincing, and is an area for further reflection.
- District forums haven't taken roots. There is no common understanding on the agenda and expected outcome.

E. Network members location, contributions given and received

The members of the network fall in different locations of the spectrum with reference to motivation and passion to work, organisational resources and ability to think strategically. Most of the organisations are small and would like to continue the work. Members of FEM also would like to see spreading of FEM's work to other districts.

Three to four large organisations are in a position to take the lead in resource mobilisation for the FEM network.

After six years of operation and several OD efforts, FEM has a stable structure, systems and people-related processes. Following are the voices captured from within:

Responses from the members of the network

Gains from working with FEM

- "Working with gender just values, we got ideological and conceptual clarity and exposure to other experiences"
- Linking with other networks and organisations through FEM
- As a man, change at the individual level
- IC material we got was useful especially in strengthening our perspectives on masculinity and how to work with men systematically
- FEM helped us change our misconceptions about transgender identity
- Changing the role of fathers, especially familial role as caring fathers and partners

- Slowly but surely FEM's "working with men and boys" has become part of our identity
- Great exposure and learning through participation in global symposium
- Working with men: we have content, material, people or human resources and opportunity to work
- Due to FEM's focus on 'men and boys' the resistance from men has become less and family and social conflict has become less. This is one of the critical gains.

Contributions to the FEM

- Sharing our knowledge and understanding
- Involving other activists from Jharkhand
- Taking the goals of FEM to the grassroots
- Highlighting the issues in the media and writing articles
- Regular and organisational level programmes have become a medium to address issues
- Sharing case stories from local level
- Sharing of learning

Impact of FEM at the community level and organisation level

- Community level: increased involvement of men, change in attitude/perspective
- Men are increasingly involved in household work and it is given importance
- Change in mindset
- Creation of District forum and Samanta Saathis
- Through platform for men, they are able to share their stories of change and challenge at the group level
- Men are strengthening the care-giving relationship with children and building friendships
- People have started recognising issues related to menstruation as parts of the women's health subject.
- The understanding gained by the organisations through FEM is conducive to receiving donor support as well.
- Utilising the FEM input in other programmes of the organisation: It is basically about integrating men and boys as part of the implementation plan.
- 11 organisations have ratified Anti-sexual harassment policies, 11 organisations have also adopted gender policies and set up committees against sexual harassment.
- 13 organisations have created a Child Protection Policies which has been pushed by the network.
- 10 organisations have articulated that they have integrated FEM goals in other programmes of the organisation. Following are notable examples.
 - The key shift across member organisation is in the area of working culture. The gender divide especially in the area of office maintenance is addressed. Cleaning and cooking-related work is taken up by men as well.
 - Jan Sarokar, a Giridi-based organisation, works on the issue of violence against women and girls. Participating in has resulted in the organisation changing their programme design to include men and boys as part of the approach. Now, they have started forming groups of boys and men.
 - Samadhan of Hazaribagh works with child rights and manages a child helpline. They are also into livelihood strengthening. The organisation, after realizing the importance of spreading the awareness on gender, has integrated gender workshops in to the programme plan.

- Samarpan in Koderma has a child rights focus. Over the years, the engagement with FEM has made the organisation integrate the focus on working with fathers in their household roles, especially strengthening their relationship with children in care-giving roles.

F. What is the viability of the network in the future? What are the members' perspectives on how it can be taken forward?

To get a sense of the status of the network members and its programme effectiveness, two qualitative assessments were carried out with the members of the core group.

Assessment of membership participation

- Criteria
- Involvement and participation in meetings and programmes
- Communication: giving and seeking information
- Understanding of issues: patriarchy, gender based violence, child rights
- Involvement in building state level and district level platforms
- A qualitative assessment of 21 partners was done and the number of partners in each category was noted as percentages for easy understanding

| Criteria | High in percentage | Medium | Low |
|--|---------------------------|---------------|------------|
| 1 Involvement | 40 | 30 | 30 |
| 2 Communication | 25 | 25 | 50 |
| 3 Understanding on issues | 50 | 25 | 25 |
| 4 input to build state and district level platforms | 50 | 25 | 25 |

Involvement and participation in meetings and programmes, and Communication are areas which need attention.

- On network growth
- Identity: most of the core group members feel that current identity is strong but can be strengthened further
- Programme implementation: there is high satisfaction and many are happy
- Network structure and systems: members feel it is well set
- Membership is good enough, but with a few members feeling it is low
- Area of influence at state and district level: at state level, there is a satisfaction with the existing alliances; at the district level, there is a need to build it further.
- Autonomy and self-sufficiency: In the areas of capacity building, resource mobilisation and network strengthening, many members feel that network has achieved relative autonomy; especially in the area of CB, dependence continues in the resource mobilisation area.

Qualitative assessment of effectiveness of programme activities

5 point scale

1. **Running campaigns: 3.7**
2. **Influencing state/community:2.5**
3. **Alliance building: 3.6**
4. **District Forum: 2.3**
5. **Samantha Sathi: 2**

According to this assessment, for further work with Samanta Saathis, strengthening district forums and enhancing the influence at the state and community level are areas which need further strengthening.

Viability of the network

The FEM network in Jharkhand is in its third phase of growth. The first two phases have helped the network to find its ground, set in motion coordination processes, and build critical amount of capacity building. The third phase is about further strengthening the autonomy of the organisation and supporting them in resource mobilisation.

- One dream/ wish,
- Dream: ensuring complete stoppage of violence on women and securing child rights
- Dream: Youth should lead the positive role in the campaign
- Dream: FEM Jharkhand is known at the national level as a resource centre
- Continue, stop and start
- Continue: State alliance and district forum, Samantha Sathis, and campaigning, capacity building,
- Start; Group formation, strengthening of district forum, advocacy at state level, co-curricular activities at school level, mobilise resources at state level, strengthen team
- Engaging with other stakeholders
- Enhanced use of social media and other communication methods
- Working with men, in other States

VII. Reflections and pointers for future

1. Programmatic Support

CHSJ is instrumental in initiating and continuing father care programme implemented through the network members. The campaign work that consists of bringing in Samanta Saathis has kept the network alive. CHSJ in its next phase can seriously consider strengthening the programmatic intervention aspect, especially, in order to see if more intensive presence can be thought off.

- Need for a thought-out plan about strategy to enhance the influence with civil society organisations
- Need for strengthening linkages with media

- Agenda with state, Strengthening dialogue on policy and programmes of government, education, youth, women and livelihood policies

Role of CHSJ

- Two critical areas have resulted in strengthening the network in Jharkhand
 1. Strengthening of capacities- thematic and institutional
 2. Building of network identity in the larger civil society and social spaces
- At present internal strength is more and external presence needs strengthening. It is observed that enhanced recognition outside has supported internal cohesion

FEM West Bengal

FEM West Bengal was initiated in the year 2015. Currently, the network has 15 member organisations, operating in 9 districts of West Bengal. The stated goal and specific objectives of the network are:

Goal

Support and strengthen state level network of practitioners in West Bengal to enable them to incorporate work with men for gender equality into their existing interventions for women and child rights

Specific objectives:

1. To develop a network of practitioners for work with men to address gender-based violence, discrimination and securing child rights in West Bengal.
2. Capacity building of the partners working on involving men to increase gender equality and securing child rights.
3. Support and strengthen network partners for collective action and campaign on involving men for securing child rights and addressing gender-based discrimination and violence in their areas of work.

2. Impact of FEM in the larger context

The situation of West Bengal where gender-based work is concerned reveals a very different picture from Jharkhand. There is no dearth of organisations that are working with women. There are also a few that have initiated working with men and boys. As members stated, while there is a widespread acknowledgment of need for working on gender, and especially with men, most of the efforts have remained in the intellectual talk. Conceptual understanding and intellectual ability to articulate

gender-related issues has replaced actual action. 'Intellectual and politically correct language is a widespread defense against questioning one's assumptions and initiating reflective action'.

Some of the challenges identified in the context of West Bengal by members are:

- Intellectual capacity is considered to be hierarchically higher, as compared to other life skills; toxic masculine culture is prevalent in the sector as well as in the society;
- Caste discrimination is not acknowledged enough, leading to a lack of action;
- Communalism is becoming an issue, polarisation is growing, and Hindutva has an impact on men and women's behaviours. This issue needs to be addressed;
- Islamic fundamentalism has a disempowering impact on women and men. This is a challenge too;
- The Intellectual class is silent on most of these issues there is a nexus of party politics and intellectuals in keeping this culture of silence; and
- Public intellectuals are not sensitised enough on the role of men and boys in the struggle for achieving gender justice. There is a need for public figures with an FEM lens.

This gap in thinking-feeling and behaviours within the civil society space and the larger societal space poses a difficult challenge in front of FEM West Bengal to create a breakthrough. The network has begun the work. Starting from capacity-building and creating platforms for reflective action at individual level and at the level of households, and slowly moving towards creating a community-level impact.

The impact of FEM West Bengal, in the larger context, is nascent at this stage. The network is on the path of strengthening to arrive at a position to influence the larger discourse at the state level.

In the present context, the impact of FEM's work is perceived and articulated as change at the level of individual behavior and roles taken in the family. The individual representatives of partner organisations have been sensitized and positively impacted by the interventions. At the level of organisations, developing Samanta Saathis is considered as a key outcome of the network.

Ek Saath campaign is a critical contributor in bringing the issue of father care to the center. Till date, 585 Samantha Sathis have been developed; this is a tremendous group resource.

During the network meeting, following responses emerged when members were asked to share the impact of FEM in West Bengal:

- FEM's view is helpful and critical to stop violence against women; FEM network is a reference and a sharing platform on gender justice, intersectionality and sexuality.
- FEM brought change at individual level. It has helped us to unbox men and engage with them.
- Ek Saath posters were very useful. We have seen change at the level of men resulting in positive changes in relationships at family level with spouses and with children.
- Men and boys going through the capacity building programme have stopped child marriages from happening in their families; what was not questioned earlier, in the name of tradition, is now getting questioned.
- The experiences with bringing fathers into caring role is complex; it is not homogenous.

- With reference to working at home, there is an awareness that we are not helping, we are sharing household work, actually we had not taken on our role earlier, now we have started taking it.
- FEM experience at field level is also demonstrating what fathers gain due to taking on roles of care at family level.
- There is a shift in the organisation 'Swayam'. We were earlier many women working in the organisation. We realised the impact of lack of male professionals in the organisation; men are coming in now.
- Even at the network level, the composition of membership, which consisted predominantly of only women to begin with is slowly changing.

While responding to the question “What brought member organisations to the network?”, the following responses were heard;

- We work with sex workers. It is a stigmatised profession; association with FEM helped us work with men in changing their attitude towards women. It is useful in changing the views of mainstream society towards them.
- Because of our association with FEM, the ownership of men has increased.
- We work on livelihoods especially. We have worked with 11,000 women so far; while working on livelihoods, we realised that we are encouraging women and we are proactive in supporting them. It is also true that they are going back to the same patriarchal homes and environment. The need to work with men emerges from this context. We are also working with women farmers. It is important to work with men and bring balance. Incidents of women farmers getting molested were an issue. FEM gives us the platform to learn and access resources to enhance our capacities.
- We work with survivors of burning. Working with survivors is not a job that can be done alone; cases get referred by different network partners. When the main cause is patriarchy, involving men becomes critical. There are limitations such as that women don't come up to speak and men don't listen.
- We work with adolescent girls; many girls drop out because of the harassment by boys. Most of them end up rolling beedis at home when they should rather be studying at school. With our training, boys stopped the harassment, and girls are now continuing education.
- From these voices, it is clear that the seeds of larger impact are sprouting and slowly taking roots.

3. Role of CHSJ

CHSJ has initiated the network and at present playing the role of incubation and providing accompaniment support. Various capacity building initiatives were organised for the member organisation and their staff. Members also conducted capacity building events at district level to bring other organisations at the district level. Other important actors like teachers and media professionals are also on board. FEM West Bengal holds the EK Saath campaign to engage men and

boys to challenge discriminatory social norms. Four members of the network are also engaged in intensive work with the community.

The impact of CHSJ, in the context of west Bengal, the impact of FEM network and CHSJ is also mixed to some extent.

A glimpse of Capacity building support provided to FEM member organisations

| Organisation | Description |
|------------------------------|--|
| Swayam | 3 training programmes for male staff and leaders of boys group on gender and masculinities in 2017 Exposure visit to Maharashtra in 2018 Five day and two day training programmes for senior staff |
| Jeevika | 5-day training in two phases for members of farmers club on gender and violence against women Ongoing technical support and capacity building |
| Other Organisational members | Three and five-days training in Kolkata in February and November 2016 Exposure visit to Maharashtra under Samajdhar-Jodidar programme |

Responses from members during the meeting

- The trainings and capacity building dialogues helped us develop perspectives on working with men and boys. We are much more open in our interaction now. For example, earlier sex and sexuality was an uncomfortable issue to talk about; now, we talk freely about it.
- FEM is also a platform for working with men and boys. This, in itself, is important.
- CHSJ plays the role of a mentor; it does not pressure us, we take a call.
- CHSJ supports us financially and is a resource organisation, helping us in framing strategies.
- Many activities were added to guidelines given by CHSJ; we added activities for disability and sex workers.
- Organisation-wise mentors role is positively changing the intensive programme.
- Individual level impact: men becoming more open in sharing emotions;
- Organisation: thinking has started to engage with men on the issues of women's violence;
- Community: Men involving in household chores;
- Society: taking interest; A Red FM programme was aired featuring FEM's work.

4. Enabling and disabling factors in the growth of the network

The enabling factors that supported FEM WB have been:

- First and foremost factor that enabled FEM is the role CHSJ played in initiating and incubating the network.
- The enthusiasm and conviction of the members is another factor that acted as an enabler. Most of the members are aware that working with men and boys is a critical dimension in working on empowerment.
- Ek Saath programme is an important factor that provided a programmatic base for the organisations to connect.
- The awareness among alliance members especially organisations working with women is a supporting factor.

Disabling factors

- The prevalent context of West Bengal in the area of gender is a disabler. There is a high level of political correctness in the language and resistance to go beyond rhetoric, and this is a difficult situation for the network in the state.
- The network has a Kolkata-centric feel right now when one looks at its members and alliance partners.
- Network is at the end of its incubation. There is non-clarity on the role of CHSJ in the network. Some members view CHSJ and Parichiti as key organisations. There is a need for clarity on the different roles in the network, and also a need for OD intervention at this stage.
- FEM West Bengal needs to develop its larger social profile. The recognition from the other civil society actors and society at large at present is in a nascent stage.

5. Viability of the Network

FEM West Bengal is at the end of the first phase of its growth. The incubation of the network as an organisation is coming to an end. With the proper OD support and stronger programmatic support the network will become viable. FEM started with greater number of women participating in the network. Over two years there is a shift and at present there are about 50% men who have come in. There is a need to build a common understanding on the purpose and objectives of the network as well as on the roles of the network.

Following section captures the dreams of the members for the network future.

My dream for FEM West Bengal is :

- “To see FEM’s impact at civil society level increasing”
- “To build a more strong and visible network in WB”
- “Reaching out to all the districts”
- “To build a resource team”

According to members, following Steps would help

- To get a celebrity as brand ambassador for FEM
- Annual conference
- Need for strong resource group
- Lead institution level programme

- Greater involvement of Civil society: media, schools and colleges

VIII. CASE STUDIES

Institutional Case Studies in detail

Mahila Mukti Sanstha:

Mahila Mukti Sanstha came into being as a result of women activists working on exploitation and violence against women coming together. This happened in the Hazaribagh district in the year 1993. It was legally registered in the year 1994. The organisation got the 12A registration done in 2000 and the FCRA registration in 2001.

The organisation started working on forming SHGs, or working with them wherever they were already formed, focusing on economic empowerment and creating livelihoods. Now the organisation is working with different networks of Jharkhand state, Like FEM Jharkhand, Jumav Manch, CREA, and JATN on the issues of safe migration, capacity building of women, feminist leadership development, women in PRI, gender inequality, domestic violence, child marriage, women's rights, etc.

The organisation is working with FEM Jharkhand since 2012. It has been a part of many campaigns on child rights, gender equality, responsible fatherhood, prevention of child marriage, rights of women and girls as the core set of issues. Padyatras, wall writing and awareness building meetings have been parts of these extensive campaigns done keeping men and boys as target audience. The longest campaign was a continuous 16-days event in 2014.

In the year 2016, there was felt a need to create a district level forum having members from other NGOs working on overlapping issues, and so, the forum came into being. Quarterly meetings were conducted regularly for a year, and later, the meetings became a bit irregular. The forum uses learning materials provided by the State in its activities as well.

Impact so far:

- MMS and Samadhan are two of the many organisations that are in the district forum. Now, they have incorporated the FEM ideology into their programme, and discuss it in all their meetings. These organisations work in Ichak and Bisungarh blocks. So, people from these areas are slowly changing their behaviour, and moving towards towards gender equality. Many can be seen taking up household chores, caring for their children and supporting their female counterparts in lessening the drudgery.
- Within Mahila Mukti Sanstha staff also, there are many changes. Personally speaking, I make tea, clean the house, sharing the workload with the women of the house. At the household level, we treat female and male children equally, and their opinions are at parity, too.

- Gender equality, men's role, child marriage, women's rights and related issues are discussed in Meri Panchayat Meri Shakti programme and Jumav Manch programme.
- We have gender policy in place in the organisation and Sexual Harassment at Workplace policy was introduced via FEM. CHSJ and FEM provide us with effective materials they have created and it is very useful for our work.

SPARK: Case study

Society for Participatory Action Research and Knowledge (SPARK) was registered under the Indian Trust Act in 1882. The organisation got its FCRA registration in 2005 and 12A and 80G in 2012.

The organisation was formed with a vision of building a just society, with focus on women and child empowerment, along with natural resource management. We have been doing several programmes towards fulfilling our vision.

Some of them are empowerment and leadership-building of women, addressing violence against women and children, non-formal education programme, preventive and curative health programme, environmental protection, sustainable agriculture development, and so on.

SPARK became part of FEM network in 2012 and started working with men and boys, along with persistent work with women to aid in gender equality holistically. This has been an ongoing programme and the FEM ideology has been incorporated into all our work.

The impact of FEM:

- 780 Samanta Saathis are working under FEM Jharkhand programme;
- Issues of men's role, children's rights and gender equality issues are discussed in all our meetings;
- At organisational level, many policies have been incorporated as a result of OD intervention. We have gender policy, sexual harassment at workplace, ICC, child protection policy, and so on;
- Environment and behaviour at the office has changed too. Men come forward to make tea, serve tea, clean the place, and so on;
- Members of the organisation have gained greater confidence in dealing with issues related to FEM because of attending many capacity building events;
- We have developed greater and deeper understanding on issues pertaining to gender equality and child rights.

Alliance partners

Mahila Housing Trust – MHT is working with women in Ranchi at urban community level with the support of Oak Foundation, and in collaboration with the State government. They have formed women's groups to promote livelihood. MHT is providing technical training and inputs to women to take up work as 'Rajmistris' in the construction of toilets. MHT is facing a critical challenge of addressing non-cooperative and abusive partners of the members. The resistance of partners has affected women's mobility and increased domestic violence. They have also created problems in conducting trainings. MHT approached FEM to address this issue; FEM conducted a series of orientations for the staff of MHT on gender dynamics. The trainings also addressed ways to address

such behavioral issues. MHT is completely convinced about the need to work with men to enable women's movement ahead.

The MHT team has now initiated discussions with partners of women's group members. This has led to enhanced support from men in the household. The challenges posed by men continue to be an issue. FEM continues to support MHT in their internal capacity building.

CREA – CREA is working with elected female and male representatives in a partnership mode. FEM has facilitated a training of EMR and their partners' staff in two phases (December 17 and March 18). CREA team is also in contact with FEM and takes its inputs from time to time, especially about the content of the meeting. They have requested FEM to visit the field area and extend support towards the objective of increasing the participation of elected women representatives in Panchayat. On 27th June, 2018, a field visit was made with the CREA team, where they met the partners in Hazaribagh district. FEM had an orientation with men at the Panchayat level.

As a result of trainings from FEM, male PRI members have made their Whatsapp group and have started sharing the changes they feel they could bring in their personal lives. The changes they could initiate at Panchayat level were also shared. CREA finds it a very encouraging movement and plans to integrate working with men into their strategy.

Learnings from Institutional case studies

At the organisational level, FEM's approach of engaging with men and boys has been incorporated into other programmes of the organisation. At one level, there is active work of identifying and training Samanta Saathis and at another level, discussions on issues pertaining to gender equality, women's rights and child rights are considered on all their platforms. SPARK has 780 Samanta Saathis working under the FEM Jharkhand programme. Various policies which make sure gender equality is in place have been incorporated by the organisation: gender policy and sexual harassment at workplace policy, and so on. Staff members have gone through various capacity building programmes and have journeyed in personal shifts as well. They come forward to make tea, clean the vessels, clean the office and are more proactive at their own households.

Individual Case studies in detail:

Case Study 1

Robin Amit Toppo, Bhusar

After I participated in the Responsible Fatherhood campaign, my behavior and attitudes about gender roles changed. I understood more about the responsibility of being a man. After the training, I started helping my mother with the household chores. Initially, my neighbors laughed at me; I ignored them. Now, they know that they cannot affect me. I wash utensils and my father fetches water for the household.

I also talk to my friends about changing their behavior. Earlier, my brother would not wash his plates after eating. Now, he has started doing that. He helps my mother in cutting vegetables. I want all men in my family to undergo this kind of a change. I also see that other people in my village are taking this seriously these days.

“If all men change, there would be no gender-based violence. I hope to continue this campaign”

Earlier, when I earned money I would think of buying things for myself. But these days I am able to look at the needs of the household and I buy vegetables, etc. needed for the house. My mother also asks for help when needed.

I thank the campaign, having given me a chance to undergo this training in Jharkhand.

Case Study 2

Breaking the Silence

This is a story of a brave girl who reported about her sexual abuse and got the man involved punished. She is an adolescent studying in class 8. During Ram Navami the villages have pandals in the middle school grounds. This girl went to visit the pandal, where the man who was looking after it claimed that he is her father’s friend and tried to become friendly with her. She didn’t like it. Even on the second day, when she went there, he tried to talk to her and the girl ran away. On the third day, he asked the girl to go with him at the back of the pandal, and touched her. The girl didn’t like it. She informed her brother. They went to see the gentleman who was the coordinator of Mahila Mukti Sanstha (Women Liberation Committee). The coordinator went and spoke to other men in the village, when they realized that this man didn’t even know the girl’s father; he was punished and removed from pandal duty.

This was a good way to oppose sexual violence. It was only possible because the girl was able to talk openly about it. It sends a strong message to other girls and youth in the village, that one needs to break silence about these sorts of instances.

Case Study 3

Raju Kashyap, Lal Khatunga

Raju is a only son to his single mother. Earlier, his mother would go to work and he would spend all his time with friends and have fun. He used to believe that only women need to take care of the household.

He came to a meeting conducted by FEM, where he participated seriously and was deeply affected by the interaction. He realised that he needed to support his mother. Initially, he was lost as to where to start; he started dropping his mother to work on his bike. Slowly, he has started helping her with the household work.

His mother is very happy with this change in behavior. She is less critical of him now; his prestige in the village has also gone up.

Case Study 4

Bijay Mahto, Dhanbad

Bijay Mahto has been married to Sumitra Devi for six years, and they have two children. He is a daily wage labourer. The older child is a boy and the younger one is a girl. His wife reported that his

behavior changed completely after the girl child was born; he started beating her and consuming alcohol.

One day, he attended a meeting organized by FEM. Henceforth, his behavior changed. He has stopped using alcohol, and doesn't hit his wife anymore. He comes home soon after work and helps her with housework. He takes care of both his son and daughter equally and impartially. He has become a role model for others in the village as a good father and a husband, and has started influencing the youth in the village.

Case Study 5

Ramcharan, Ramgarh

This is a case study from a partner organisation Darpan. Encouraged by Darpan, Ramcharan attended the FEM meetings.

Earlier, he said that he would differentiate between boys and girls, believing that a girl has to get married anyway and go to her in-laws place, so there isn't a need to educate her. He is now more like a friend to his children, and treats them equally. He drops her to school and wants her to study further, and would strive to create all the opportunities for her to move ahead in life.

He also hit his wife after consuming alcohol. Now, he has stopped consuming alcohol and stopped hitting her. He helps her with the household work. They all now have better understanding among themselves as a family.

Case Study 6

Birendra Prasad, Bishungarh

He is a businessman by profession. He has been brought into the "Samanata Saathi" programme by the organization Samadhan. He has been married to Rashmi Lata for the last 14 years and has a daughter who is 11 years old.

"During all these years I believed that the wife belongs in the boundary of home and child care. There is no need for her to step out. I never helped in the household work as that is not what a man is supposed to be doing. I also believed that women need not be involved in the decision making about family etc.

My daughter was born after three years of marriage. I did not help my wife in caring for the child which would upset her. She would often go back to her father's house as my economic condition was not good. I used to be tensed about that.

After I attended the training about equality between men and women I started to help around the home. My wife initially did not completely believe me. But I continued with my efforts. I help in cutting vegetables, bringing ration for home, taking care of my daughter and washing clothes.

I am happy that I am able to bring about an equal relationship in the family. My wife is now involved in the family decision making. I have been able to overcome my discriminatory behaviour."

Case Study 7

Sahyogini

Rohilal Manjhi belongs to block Jaridih, panchayat Araldih, village Vanchas. He is part of the

awareness building initiative of FEM about discrimination of women and inequality. Rohilal Manjhi is also president of Abhiyaan School Dahali management committee.

In this village a 14 year old girl was going to be married by parents and relatives even though she was a minor. Rohilal came to know about this and wanted to stop the child marriage. He met the girl's father and talked to him about the ill effects of child marriage. Also that it is against the law.

Initially the father and the family were very upset with him. But eventually they calmed down and postponed the girl's marriage.

Case Study 8

Samarpan

Sanker Lal Rana and Jitendra Kumar Singh took part in the FEM Jharkhand training on gender discrimination. After they came back to their organization they shared about their training experiences in the monthly meeting. Earlier, the organisation had a culture where female staff did the cleaning, refreshment serve, etc., in the office; after this training, Sanker and Jitendra influenced their male colleagues also to also do this work in the office.

Case Study 9

Forum to Engage Men

Ranjit Kumar Pandit works with an organisation called Jan Sarokar. He went to Ranchi to take part in the training on gender organized by FEM. He reached the training hall to discover many more men who had come to undergo this training. He became more aware of the purpose of FEM. He understood more about discrimination, equality, equity, power, privilege and restrictions in this training.

He realized that our society is built on a structure that gives more power and privilege to men. But, in reality, both men and women have power and equal opportunities. He felt that many of the social evils are a result of this structure. So, there is a need to break the current system to create an environment where both men and women have equal rights.

"I further know that I have to change myself first internally. I have now started to help in the household work, caring of my daughter, fetching water for the house and so on. When I share this with my friends they make fun of me. But I will continue to do what I have to. Even when I am outside I help wherever I can. FEM ideology is very essential for literate and illiterate."

Case Study 10

Arun Kumar, Prerna Kendra, Giridh

During his work as a facilitator, Arun met Surendra Ravidas. He found that Surendra was hesitant to talk about gender issues. He spoke to him about gender equality and child rights. Though he hesitated in the beginning, he showed interest in taking part in the FEM programme.

After the programme there is a change in his behavior. He now engages with FEM programme and helps his wife at home. He has encouraged her to work outside. His wife now runs a PDS shop and also undertakes tailoring. She also teaches others. There is a lot of interdependency in the family now.

Case Study 11

Srijan Mahila Vikas Manch (Women's Development Center)

It runs a home for boys and girls. Earlier, only the girls would clean the hostel, wash clothes, bring water and help in cooking. But, after the coordinators came to the FEM training, they had a meeting in the hostel and talked about sharing responsibilities. Now, boys help in serving food and fetching water.

- The girls are absent during the study hours as they are working, which points to blatant discrimination.
- There are no gender-based roles and everyone can take up responsibilities of different tasks.

Women and girls now feel that their workload has decreased. They find time to study, play and watch television. They are also taking up learning tailoring and archery.

Learnings from Individual Case studies

1. There is definitely a change in the attitude and behaviour among the men in the community
2. The project has been able to touch men of different ages and different economic and social backgrounds.
3. The women in the households encourage this change and are positively responding to the same.
4. The men are actively influencing other men in the village, thus ensuring a ripple effect of attitudinal change.
5. In certain cases, the change has extended to working to bring down gender discrimination by treating the son and daughter equally. In some cases, men do recognise the role of women in household decision-making.
6. The project has identified key influential men to work with, in the villages. Through these men, they have been able to work upon issues of child marriage and gender-based violence.
7. The change has seeped through all levels. The NGO staff has changed, the community leaders have changed and men in individual households are also working towards change.
8. The training modules of FEM seem to cover the issues of gender-based discrimination, helping participants look at it from a system's perspective and giving clear action plans to work with.
9. Men are supportive of women stepping out of home to work and engage in activities beyond the household limits.
10. FEM has been able to work with organisations, village based groups, hostels, etc, thus having an impact for a wide arena of audience.

IX. Recommendations

This section covers what more needs to be done in the context of FEM Jharkhand and West Bengal to strengthen the network and its impact. As the organisational journeys indicate both networks have different starting points both in terms of time as well as the specific context. FEM Jharkhand as a metaphor is in the end of adolescence, willing to function with greater spread, depth and autonomy and FEM West Bengal is at the end of infancy and ready to grow to the next stage of organisational life cycle.

FEM Jharkhand

- As a network, FEM Jharkhand has reached a stage in which new strategies need to be thought out to enhance its influence in the civil society and larger public spaces, as well as to strengthen the programmatic component inwardly.

It is recommended that a three-year strategic planning exercise be carried out to visualize the future of the network, addressing the following areas;

- Creating larger impact in Jharkhand;
 - Areas for influencing government policy and programmes;
 - Strengthening alliances;
 - Strengthening District forums and Samanta Saathis;
 - Resource mobilisation and strengthening of the network.
- FEM Jharkhand has a potential to influence policy and programmes at the state level. State youth policies, Anti trafficking bill, POCSO, Domestic Violence Act are some of the areas where FEM Jharkhand plays a critical role. Working with schools is another high priority area for planning the future steps.
 - At present, the work of FEM has resulted in significant shifts at the level of individuals towards perspectives, as well as in the behaviour and roles taken at home. This is the first step towards transformation. It is recommended to think further on ways to extend that change at the organisation and the community level.
 - Resource mobilisation: There is an emerging potential within the partners of the network to mobilise resources for the network. It is recommended that this area be explored further in the next phase of work.
 - Going forward, it is important for FEM Jharkhand to arrive at a common understanding on expectations from partner organisations and criteria for self-assessment. Such an exercise will help in monitoring as well as identifying strengths and areas which need attention.
 - The alliances have had a positive impact in mutual learning and spreading the need to work with men and boys for transformatory change. It is recommended that FEM Jharkhand deliberate on the spread and diversity of alliance partnerships to be built and strengthened for the next three years. A proactive initiative to bring in more Jharkhand-based organisations will enhance the health and sustainability of the network and its outreach.
 - Developing Samanta Saathis has been one of the critical achievements of the network so far. It is recommended that motivated and passionate youth from this pool be given roles to involve and support the coordination of District Forums.
 - The capacity building initiatives of CHSJ and FEM have resulted in strengthening of internal resource pool. The resource persons emerging from within can play a greater role in working with member organisations and alliance partners. It is recommended that in the next phase, allocation of resources for travel and honorariums for internal resource persons be given, so as to take a role in building perspectives and skills at members' level.
 - The learning from intensive areas of work is one of the areas which need serious strengthening. It is important for the members to evolve new ways of cross-learning. To enable this model to work well, enhanced exposure and sharing is recommended.

- Generally, the first line leaders attend FEM network meetings. While it is expected that they share the learnings with other colleagues, to enhance the operational level effectiveness, it is recommended that staff involved in the implementation of the programme at the grass root level also be engaged. Even if it is conducted couple of times a year, the results of such an involvement could be seen in shifts at the programme implementation level.
- At present, FEM is coordinated by HI Fatmi. He manages to establish regular communication and to carry out all other responsibilities related to coordination. It is recommended that if even part-time assistance is provided to handle secretarial work of the coordination, a coordinator can focus on strategic aspects of network coordination.
- Programme strengthening: Last but not the least, it is strongly recommended to strengthen the network programme aspect. At present, most of the interventions are facilitative. It is important to explore few more objectives, and arenas of action can also be added to the programme. Few areas of action under intensive programme can be considered for scaling up through the programme component of network members.

Recommendations for WB

- OD support: To move the network to the next level of efficiency and effectiveness, it is recommended to design and facilitate an OD workshop. Clarification of roles of CHSJ and the network, the role of coordinator and that of Parichiti, and the subsequent steps to strengthen efforts to gain visibility at the state level could be critical areas of focus.
- Accompaniment support: FEM West Bengal needs a rigorous accompaniment support which would facilitate capacity building, enable better coordination and help in planning and review. Up to one week in a month on a regular basis will greatly help the network to prioritise and channelize the energy of the network.
- Participation of Men: FEM West Bengal, which has begun recently, enjoys a higher participation of women both quantitatively and qualitatively. Men are slowly moving in to leadership roles within the network. It is important to strengthen this process.
- Learning from intensive areas: There is a need to strengthen the cross-learning from the experiences from intensive areas.
- Public profile of the organisation: The identity of the network in civil society as well as larger public spaces needs strengthening. Optimal utilization of diverse media platforms, strengthening alliance partnerships, engaging with public intellectuals and a few members strategically taking up the role of spokespersons will help build the social identity of the network.

Annexure -1

TERMS OF REFERENCE

Title :

External Evaluation – FEM Jharkhand and West Bengal

Background :

With the support of Oak foundation, CHSJ has been working in Jharkhand and West Bengal, towards building a network (Forum to Engage Men) to promote and support the development of new models for engaging men as responsible partners and caring fathers, within a gender equality and child rights perspective. In Jharkhand, the network was developed in 2012 as part of a programme (the Father Care Programme). It consisted of two phases: the first phase of 2 years, followed by the second phase lasting 1.5 years (with a break of 9 months inbetween). FEM West Bengal has been functional since Jan 2016 with a broad goal to support and strengthen state level networks of practitioners in West Bengal to enable them to incorporate work with men for gender equality into their existing interventions for women and child rights.

This ToR is for an external evaluation of the two networks, as per the scope defined below.

Key Responsibilities:

The scope of the evaluation is as follows:

Understanding growth of the FEM network

- a. In what way has the network addressed issues of gender equality and social justice more broadly in the context of the States of Jharkhand and West Bengal?
- b. What are the interventions/inputs that CHSJ has put in to develop the network?
- c. What factors have facilitated or hindered the growth and functioning of the network?
- d. What are the network members' specific interests/vantage points? What do the network members gain from the network and in what ways do they contribute to it?
- e. What is the viability of the network in the future? What are the members' perspectives on how it can be taken forward?

Case studies of specific organisations that have been impacted by the network and have taken on new work around men need to be undertaken. Specific questions to be answered through the case studies are as follows:

- a. How did association with CHSJ through the network influence the organisation's community interventions/projects? What is it doing differently in its work with communities and what have been the results?
- b. How has the idea of 'working with men' influenced the overall institutional thinking, as well as the thinking of individuals within the organisation, if at all?
- c. What did CHSJ do to make this happen?

Providing opportunities to attend training, targeted support to organisations, exposure visits to enable the organisation to translate the new thinking into action.

The consultant will undertake the following methods to conduct the evaluation:

1. Documentary review of all project documents including the project proposal, narrative reports, a previous OD report and so on. These reports will be provided by CHSJ.

2. Field visit, including meetings with FEM members in Jharkhand and West Bengal, meetings with two district level forums in Jharkhand, and meetings with specific organisations to which CHSJ has provided targeted support on work with men.

Output: One consolidated evaluation report, which will be reviewed by CHSJ and revised and finalized by the consultant.