



OVERVIEW

- Oppressive gender norms in developing countries hold up a **glass ceiling for women and girl's health and opportunity**
- **Constructive involvement of both men and women** is pivotal to developing sustainable change
- Men in the workplace particularly in companies with large numbers of male employees represent an accessible and significant population of men who can create change in their families and communities
- Companies can integrate training curricula to educate their male employees about ways to increase their families' and communities' well-being by becoming **partners in enhancing women and girl's health and opportunity**

PART I: WHY ENGAGE MEN AND BOYS?

THE CONSTRUCTIVE ENGAGEMENT OF MEN IN ENHANCING WOMEN'S AND GIRLS' ACCESS TO HEALTH AND OPPORTUNITY

When women's and girls' health and opportunity improve, the entire community benefits. Many strategies targeting women and girls exist, but the underlying gender norms often prohibit women and girls from taking full advantage of the resources provided. In order to break through the glass ceiling limiting women and girls' health and opportunities around the world, men must be constructively engaged as partners for a productive solution. Reaching men in the workplace is a perfect opportunity to engage a significant percentage of men, who have the potential to lead a movement of change. Corporations with large male workforces in developing and emerging market countries have a compelling opportunity to create a generation of men who are healthier and who can serve as positive role models in the workplace, in their families and in the community.

The range of issues facing women—including health, education, economic empowerment, gender-based violence—are **interconnected**, and male engagement is one of these. Enacting change demands a holistic approach, and any initiative in improving women's and girls' health and opportunity depends on, and influences every other issue.

THE NUMBERS AND THE STORY BEHIND THEM

Aside from disproportionate disease burden on women, such as HIV/AIDS, more abstract metrics illustrate the problem powerfully. In some countries:

- Over 85% of men think that the man should have the final decision in the home
- Over half of men think women should tolerate violence in order to keep their families together
- Only 11% of men have been tested for HIV
- Over 20% of men reported having perpetrated violence against their partner

The study, conducted jointly by The International Center for Research on Women and Instituto Promundo, demonstrates **the dire need to include men** in improving health and opportunity for women and girls.

What factors can change unjust gender norms?

- Younger men in developing countries are more likely than older men to take responsibility for domestic duties
- Men with more education take part in responsibilities at home
- Men who saw their fathers do domestic work are more likely to carry out domestic duties

The Concept of Fatherhood

The concept of fatherhood is potentially a key component of male engagement, yet few development strategies focus on fatherhood. Excitingly, GBHealth has partnered with Promundo and Sonke Gender Justice, two leading NGOs in the male engagement space in the launch of MenCare in the fall of 2011.

Men Work

The structure of the workforce in many developing countries can perpetuate certain gender norms. In some companies primarily in labor-intensive industries, males make up over 90% of workforces and are not exposed to women as empowered successful professionals. In a male-dominated setting, men are pressured to convey their strength, manliness, and invincibility more often. Many industries also employ a significant number of migrant and contract workers, which fuels a multitude of issues that increase the burden on women and girls. At an extreme, migrant or newly created operations in remote areas fuel the proliferation of sex industries near worksites, as they may be far away from their family, or some men may have a second family or girlfriend locally.

MenCare—A Global Fatherhood Campaign

Coordinated by Promundo, Sonke Gender Justice and the MenEngage Alliance, [MenCare](#) is an effort to promote men's involvement as fathers and as caregivers.

It seeks to provide support materials, messages, and policy recommendations and research to encourage local MenEngage partners, NGOs, women's rights organizations, governments and UN partners to implement campaign activities in their settings.

MenEngage's global vision is to achieve equitable, non-violent relationships and caring visions of **what it means to be men**. MenCare is conceived as a complement to these efforts both globally and locally alongside efforts like the White Ribbon Alliance, and the GBHealth *Healthy Women, Healthy Economies* **moMEntum Campaign**. In the workplace, MenCare activities include presentations to workers, campaign materials including radio spots, and training and support materials to create family-supportive policies. For more information, contact Peter Pawlak at p.pawlak@promundo.org.br or Wessel Van Den berg at wessel@genderjustice.org.za.



YOU ARE STRONG ENOUGH TO CARRY US.
YOU ARE MY FATHER.

COSTS OF LACK OF MALE ENGAGEMENT TO WOMEN

Failing to engage men and boys hinder the potential impact of development initiatives.

Health

In Sub-Saharan Africa, more women suffer from HIV/AIDS than men. Many men pass HIV to their partners because they are unaware of their own HIV status.

Men rarely participate and support maternal and antenatal care. Women of child-bearing age undergo a tremendous risk in having children, some of which are the results of sexual violence.

•The only way to address the root causes of women's health issues is to include men in the discussion and strategy.

Economic Empowerment

When women manage to earn some income, men often make decisions on spending.

A recent study shows that young married women who live in urban low income communities in India, and are employed, face an increased risk of domestic violence by their husband.ⁱⁱ

•Men inhibit women from truly exercising empowerment. Economic empowerment initiatives must integrate male engagement strategies, or women may end up worse off than where they started.

Education

In some societies, cultural norms dictate that girls cannot attend school which limits their ability to flourish.

•Men must respect women as potential leaders in order to ultimately make girls education the norm.

PART II: BUILDING NATIONS AND BUSINESSES

THE BUSINESS CASE

Supply Chain

In many industries, companies within supply chains are owned and/or operated by women. Interfacing with women in the current social climate **risks a business's bottom line**. Learning how to operate, communicate and engage with women productively while remaining sensitive to gender norms will contribute to a company's success in the industry.

Employee Productivity

In a pilot study (See Unilever below), men who underwent male engagement workplace training were **absent less, more productive, had better attitudes, and healthier families**. Men who are more invested at home nurture children and young adults who in turn exemplify the same productivity, ambition, and cooperation. Investing in a male engagement program today has the potential to provide immediate benefits to a business, as well **force-multiplier benefits** in the next generation of employees and leaders.

HIV/AIDS

Men are a vital component of the proliferation of the HIV/AIDS epidemic, and an equally vital component in fighting the disease. Getting men on board demands a more comprehensive approach than just an HIV testing program; it demands a lens that addresses **gender as fundamental**. Businesses can meet this demand by implementing workplace programs for their male employees that improve women and girls' lives and **protect their own labor forces**.



The Bottom Line

The constructive engagement of men in improving women and girls' health and opportunity is not only responsible, but it is also **profitable and efficient**. Developing a society in which women and girls can reach their full potential fosters a society rich in cultural, political, and economic prosperity. Communities that are culturally, politically and economically developed also attract greater investment, thereby **expanding the market** for local business operations. Strengthening the community in which a company operates can only **add value to the company**.

WHAT CAN BUSINESS DO?

Incorporate male engagement curricula in your workplace

JOIN IN BUILDING MOMENTUM

The GBCHealth *Healthy Women, Healthy Economies* [moMENTum Campaign](#) has partnered with the five leading NGOs in the male engagement space, all of whom can be contracted to provide assistance with the HIM toolkit or with developing a customized male engagement workplace program for your company.

moMENTum will make available **The HIM toolkit** created from the best practices of Promundo, Sonke Gender Justice, and EngenderHealth, all leading NGOs in the male engagement space. The curriculum takes an integrative approach and includes topics such as HIV/AIDS, family planning, maternal health, general health, and violence. Through the use of simple language, the HIM toolkit educates participants on gender and how it relates to many facets of society and an individual's wellbeing. Train-the-trainer programs are a particularly cost-efficient way to implement male workplace programs as it allows for easier scale-up to reach more men in the future. The HIM toolkit can be applied in a variety of ways:

- Simple implementation of HIM
- Expanded implementation of HIM
- Integration into existing workplace programs

For more information, contact Laura Rosen at lrosen@gbchealth.org.

BEST PRACTICE EXAMPLE

UNILEVER AND THE HEALTHY IMAGES OF MANHOOD (HIM) TOOLKIT

Unilever was the first company to pilot the HIM toolkit, first in Unilever Tea Tanzania in 2008, and later in Unilever Tea Kenya in 2010. In Tanzania, Unilever incorporated the HIM toolkit into an existing workplace health program by training 29 peer educators, which they later scaled up to reach all 160 male and female employees. With positive results, Unilever later replicated the program in Kenya with the initial goal to train 350 peer educators. Unilever Tea Kenya is in the process of implementing the HIM toolkit, with the potential to reach 70,000 dependents if they reach their goal of 350 peer educators. Initial feedback is extremely promising. Evaluation studies indicate significant qualitative improvements in attitude and personal behavior. Concretely, the training module achieved:

- **150% increase in HIV testing by male employees, compared to a relative decline to controls in the surrounding community**
- **30% increase in spouses' use of family planning services.**

While the Unilever example took place in tea plants, the HIM toolkit is flexible enough to apply to a range of company structures. There is no evidence to suggest that the overwhelmingly positive results stemmed from any attributes unique to the tea industry.



Recap of “What Can Business Do?”

- Join moMENTum and/or incorporate the HIM toolkit in your workplace
- Work with experts to develop a customized male engagement program for your workplace
- Support the constructive engagement of men in improving women and girls' health and opportunity
- Report about male engagement initiatives you have taken independently

REFERENCES AND RESOURCES

- International Center for Research on Women and Instituto Promundo. *Initial Results from the International Men and Gender Equality Survey (IMAGES)*. Men and Gender Equality Policy Project. 2011.
- Krishnan, S. et al. *Do changes in spousal employment status lead to domestic violence?* RTI International. January 2010.
- GBCHealth *Healthy Women, Healthy Economies* [moMENTum Campaign](#) brochure
- HIM Toolkit [Overview](#) and [Case Study](#)
- Takeaways from past GBCHealth events on male engagement: [June 1st Panel](#) and [August 24th ECT](#)

Healthy Women, Healthy Economies

This issue brief is produced by *Healthy Women, Healthy Economies*, GBCHealth's platform for galvanizing and facilitating corporate action to improve the health, well-being, and opportunity of women and girls. Launched in 2011, HWHE is centered on 4 main pillars of impact: Health (especially maternal and reproductive health, HIV/AIDS and PMTCT), Education, Economic Empowerment and Rights and Inclusion. HWHE helps member companies explore different types of interventions across these areas that the business community is uniquely equipped to advance, ranging from employee engagement and workplace programs, to technical education and materials, to awareness-building and advocacy. To learn more about *Healthy Women, Healthy Economies*, please contact Laura Rosen at lrosen@gbchealth.org.



About GBCHealth

GBCHealth is a global coalition of over 200 private sector companies and top NGOs leading the business fight for improved global health. GBCHealth supports members by developing comprehensive workplace policies; supporting community programs; leveraging core competencies; facilitating leadership and advocacy by business leaders; and brokering partnerships. GBCHealth also manages the private sector delegation to the Global Fund to Fight AIDS, Tuberculosis and Malaria, serving as an entry-point for corporate collaboration and engagement with the Fund and its recipients worldwide.

GBCHealth has offices in New York, Johannesburg, Beijing, Nairobi and Moscow. For more information on GBCHealth, please visit www.gbchealth.org.