



Swarna Jayanti Haryana
Institute for Fiscal Management



GOOD PRACTICES FOR GENDER EQUALITY

A Meta-Analysis

What if every
mother got the
care she needs?

How do we
engage boys
and men for
gender equality?

What if every
success became
a lesson?

What helps
women join
the workforce?

What if the
journey to work
felt safe?

What's changing
hearts about
daughters?



SDGCAC
SUSTAINABLE DEVELOPMENT GOALS
COORDINATION AND ACCELERATION CENTRE

SUSTAINABLE DEVELOPMENT GOALS
COORDINATION AND ACCELERATION CENTRE



SDGCAC

SUSTAINABLE DEVELOPMENT GOALS
COORDINATION AND ACCELERATION CENTRE

Message from

Shri Nayab Singh Saini, Hon'ble Chief Minister,
Government of Haryana



Haryana has long recognised that its progress is inseparable from the well-being and advancement of its women. It was from our soil that the nation's call of *Beti Bachao, Beti Padhao* first went out - a movement that has since reshaped how the country regards the girl child. That a mission born of Haryana's resolve became a national endeavour is a matter of deep pride, and an enduring reminder of the responsibility we carry forward.

As Haryana advances towards *Viksit Haryana 2047* - our pledge in service of the Hon'ble Prime Minister's vision of a *Viksit Bharat* - I am clear that this future cannot be built by half our people alone. A developed Haryana will be the work of its women as much as its men: as entrepreneurs and farmers, scientists and administrators, workers and leaders. Our task is not merely to protect and provide for women, but to place them at the very centre of the State's growth story as its equal architects. This is the essence of *Nari Shakti*, and the spirit of *Antyodaya*: that no woman, however remote or disadvantaged, is left outside the fold of progress.

This report is therefore more than a compilation; it is a statement of intent. By drawing together what has worked, it gives us the confidence to replicate success rather than repeat effort, and to scale proven interventions with purpose. I commend the Swarna Jayanti Haryana Institute for Fiscal Management for grounding this work in evidence.

The Haryana we envision for 2047 will be measured by the freedom and flourishing of its women. Let us build it together.

Shri Nayab Singh Saini,
Hon'ble Chief Minister,
Government of Haryana

Message from

Shri Arun Kumar Gupta, IAS, Additional Chief Secretary,
Finance and Planning Departments,
Government of Haryana



Gender equality is, first and foremost, a matter of justice. But it is also, unmistakably, a matter of economics. No state can aspire to a trillion-dollar-plus economy while a large share of its talent, enterprise, and productive capacity remains outside the workforce. Societies that enable their women to participate fully grow faster, more resiliently, and more equitably. Equity and growth are not competing claims on the State's attention; they advance together, or not at all.

Haryana's development agenda is built on this understanding. Enabling women to enter the workforce, start and sustain enterprises, own assets, and take their place in public life is among the most productive investments the state can make in its own prosperity. The returns extend well beyond the individual: to healthier families, better-educated children, stronger communities, and a broader, more dynamic economy. A Haryana that draws fully on the capabilities of all its people will be a more prosperous Haryana.

I trust that officers across the government will draw on this report to strengthen the design, financing, and evaluation of their interventions. Investing in the women of Haryana is among the surest investments the state can make in its own future.

Shri Arun Kumar Gupta, IAS
Additional Chief Secretary, Finance and Planning Departments,
Government of Haryana

Message from

Shri Shekhar Vidyarthi, IAS, Commissioner and Secretary,
Women and Child Development Department,
Government of Haryana



The commitment to gender equality is tested not in its articulation, but in its delivery. A well-designed policy achieves nothing until it reaches the woman or girl it was meant to serve: in her home and community, at the school and the health facility, in the workplace and the public square. The distance between intention and outcome is where the real work of equality lies, and closing it is a task that no single department, scheme, or tier of government can accomplish alone.

Haryana's progress on this front has been real and hard-won. The widening reach of programmes for the safety, health, nutrition, economic inclusion of women and their growing confidence to claim public spaces and opportunities are milestones earned through sustained, coordinated effort across government and society. Yet each advance also reveals how much depends on effective implementation, on convergence between departments, on the dedication of those working closest to the ground, and on our willingness to learn from what succeeds and adapt where it does not.

It is here that a consolidation of impactful interventions that support gender equality proves its worth. By capturing approaches that have been tested and shown to work, this report offers a practical account of how results are actually achieved. I commend it to everyone who works, in whatever capacity, towards a safer, healthier, and more equal Haryana for its women and girls.

Shri Shekhar Vidyarthi, IAS,
Commissioner and Secretary, Women and Child Development Department,
Government of Haryana

Message from

Dr. Raj Nehru, OSD to Hon'ble Chief Minister of Haryana,
Director-General, Swarna Jayanti Haryana Institute for Fiscal Management,
Government of Haryana



It gives me immense pleasure to present this report on best practices for gender equality, prepared by the SDG Coordination and Acceleration Centre, under the aegis of Swarna Jayanti Haryana Institute for Fiscal Management. As our state advances resolutely towards the shared aspiration of *Viksit Haryana 2047* - our contribution to the Hon'ble Prime Minister's call for a *Viksit Bharat* by the centenary of our independence - it is imperative that we recognise a fundamental truth: a vision for a developed Haryana can be realised only when our entire population is included in the fold of opportunity.

As articulated in *Viksit Haryana 2047*, “by focusing on nurturing youth and **empowering women as equal and powerful contributors**, Haryana aims to become a thriving, Trillion Dollar Plus, sustainable and developed economy, where even the most vulnerable is not left behind.” Gender equality, therefore, is not merely one goal among many; it is the very measure of the inclusive and equitable society we seek to build.

Under the able leadership and guidance of the Hon'ble Chief Minister, Haryana has reaffirmed its commitment to placing women at the centre of its development agenda as equal participants in, and equal beneficiaries of, the state's progress. It is in this spirit that the present study assumes particular significance. Its strength lies in its commitment to evidence: in consolidating best practices from across regions and programmes, it offers policymakers, administrators, and field practitioners a clear and consolidated understanding of what works, and why. It is my sincere hope that this document will inform the design of stronger interventions and anchor our developmental efforts in demonstrated results.

The task of building an equal society is a collective one, to be met through sustained and coordinated effort across government, institutions, and society at large. I invite every reader to engage with these findings as a call to purposeful action in service of our shared vision for 2047.

Dr. Raj Nehru

OSD to Hon'ble Chief Minister of Haryana,
Director General, Swarna Jayanti Haryana Institute for Fiscal Management,
Government of Haryana

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
1 INTRODUCTION	6
1.1 AN OVERVIEW OF DEVELOPMENT IN HARYANA WITH SPECIFIC FOCUS ON GENDER EQUALITY	6
1.2 META-ANALYSIS OF GOOD PRACTICES TO IDENTIFY STRATEGIC PATHWAYS FOR GENDER EQUALITY	7
1.3 SCOPE AND METHODOLOGY	9
1.4 LIMITATIONS OF THE STUDY	10
1.5 STRUCTURE OF THE REPORT	10
2 THE POWERCUBE FRAMEWORK	12
2.1 THE POWERCUBE FRAMEWORK AS AN ANALYTICAL LENS	12
2.1.1. SPACES: CLOSED, INVITED AND CLAIMED	12
2.1.2 LEVELS: LOCAL, NATIONAL AND GLOBAL	13
2.1.3 FORMS: VISIBLE, HIDDEN AND INVISIBLE	13
2.2 APPLYING THE POWERCUBE FRAMEWORK.....	14
3 THEMATIC DOMAIN: ECONOMIC EMPOWERMENT AND LIVELIHOODS	15
3.1 DOMAIN OVERVIEW	15
3.2 POWERCUBE ANALYSIS	15
4 THEMATIC DOMAIN: SAFETY, JUSTICE AND INSTITUTIONAL RESPONSE	22
4.1 DOMAIN OVERVIEW	22
4.2 POWERCUBE ANALYSIS.....	22
5 THEMATIC DOMAIN: HEALTH, EDUCATION AND SOCIAL NORMS	28
5.1 DOMAIN OVERVIEW	28
5.2 POWERCUBE ANALYSIS	28
6 GOVERNANCE, DATA AND POLICY	35
6.1 DOMAIN OVERVIEW	35
6.2 POWERCUBE ANALYSIS	35
7 LEADERSHIP AND WORKFORCE IN THE PRIVATE SECTOR.....	42
7.1 DOMAIN OVERVIEW	42
7.2 POWERCUBE ANALYSIS	42
8 MALE ENGAGEMENT AND SOCIAL TRANSFORMATION	48
8.1 DOMAIN OVERVIEW	48
8.2 POWERCUBE ANALYSIS	48
9 CONCLUSION.....	54
10 REFERENCES	56
ANNEX 1.....	60

LIST OF TABLES AND FIGURES

Figure 1: Progress in SDG 5 in Haryana as per the SDG India Index. Created by the Author, adapted from SDG India Index Reports from 2018 to 2023-24.....	7
Figure 2: Types of Spaces as per the Powercube framework. Created by Author, adapted from Powercube framework.	12
Figure 3: Types of Levels as per the Powercube framework. Created by Author, adapted from Powercube framework.	13
Figure 4: Forms of power as per the Powercube Framework. Created by Author, adapted from the Powercube Framework.	13
Figure 5: The Powercube: a framework to analyse spaces, levels and forms of power. Created by Author, based on the Powercube framework.	14
Table 1: Case studies that align with the economic empowerment and livelihoods domain.....	17
Table 2: Case studies that align with the safety, justice and institutional response domain.	24
Table 3: Case studies in the education, health and social norms domain.	30
Table 4: Case studies in the governance, data and policy domain.	37
Table 5: Case studies in the leadership and workforce in the private sector domain.....	44
Table 6: Case studies in the male engagement and social transformation domain.	50

EXECUTIVE SUMMARY

Haryana occupies a paradoxical position in India's development landscape: the state ranks among India's wealthiest by per capita income yet persistently scores below 50 on SDG 5 (Gender Equality) in the NITI Aayog SDG India Index. Low female labour force participation, a skewed sex ratio at birth, and a rate of crime against women over 1.5 times the national average underscore the persistence of gender inequality despite significant state investments in social protection and legal reform.

This report presents a qualitative meta-analysis of 158 case studies drawn from 14 global and Indian compendia of gender-related good practices, analysed through John Gaventa's Powercube framework to identify strategic pathways for advancing gender equality in Haryana. The framework provides a three-dimensional analytical lens, examining the spaces (closed, invited, or claimed) in which interventions operate, the levels (local, state/national, global) at which they are pitched, and the forms of power (visible, hidden, or invisible) they seek to challenge. The analysis yields several cross-cutting findings as summarised in the table below.

Challenges in Haryana	Best Practice from the Meta-Analysis
• Haryana's FLFPR is only 23.8%, compared with 40% in India (2025). • Absent facilities (washrooms, lactation rooms, etc.) act as a 'constraining factor' on women's mobility and participation in the economy. • When women re-enter the workforce following career breaks, their roles are often limited to temporary re-engagement, leaving them in a precarious position.	• Forming women into SHGs/federations is necessary but not sufficient; women's agency within households changes when economic activity is combined with deliberate engagement with women and their families on patriarchal norms and women's identity as economic actors. • Gains in FLFPR emerge where participation and representation targets are backed by enforceable sanctions (financial penalties, procedural consequences, or conditional appointments and approvals) that embed women's inclusion in the workforce as a compliance obligation rather than a discretionary goal. • Embedding gender-responsive infrastructure at workplaces at the design phase (such as the establishment of childcare facilities, WASH infrastructure), and treating care infrastructure as a precondition for women's employment expands women's access to workplaces. • Return-to-work arrangements for women must offer permanent roles with a growth path along with mentorship and sponsorship support. <i>Case study examples:</i> PRADAN's SHG-led agriculture delivered up to a 10-fold yield increase across 46,500 SHGs but intra-household power shifted only after the

Challenges in Haryana	Best Practice from the Meta-Analysis
	addition of gender-transformative discussions (the 'Tree of Patriarchy', identity-building as farmers). In UP, a 2,500-woman federation formed only after a six-day residential programme that mapped gendered control over resources. The Land Ports Authority of India's mandated female-staffed washrooms, pad dispensers and lactation rooms in all new ports. Canada's GBA Plus requires a gender impact assessment before any infrastructure project is approved. Capgemini hired 5,000+ women returnees directly into permanent roles over five years. TCS 'iExcel' paired re-entry with a leadership track. Iceland fines firms ~€400/day for failing pay audits.
• Male-skewed child sex ratio: 923 girls per 1,000 boys in 2025 and 895 girls per 1,000 boys in the first 6 months of 2026. • Persisting son preference: women are more likely to use contraception once they already have a son. • Women's economic gains do not always convert into real decision-making power within or outside households.	• Women's empowerment interventions have a lasting impact when they are deliberately designed to engage men and boys. • Draw on traditionally “male” spaces, such as sports grounds, to engage men and boys and shift norms that normalise violence; reframe men as allies who also lose under patriarchy, rather than as the 'problem' or as 'heroes'. • Interventions that engage women and men in a coordinated, mutually reinforcing manner (gender-synchronised approaches) yield more durable outcomes than single-sex programming, because decisions affecting women are negotiated within households rather than taken by women alone. • Gender-sensitive interventions in education (such as the introduction of gender-sensitive curricula) have long-term impact when government institutions adopt and implement them via systemic persistent engagement with stakeholders at all levels (from students and teachers to DIET officials). Combine 'hard-teeth' enforcement of laws with cultural messaging to change practices and norms around son preference. <i>Case study examples:</i> Bihar's Do Kadam used cricket coaching to raise bystander-intervention behaviour among adolescent boys. Pune's Action for Equality produced 50% family-level change (families challenging menstrual taboos, fasting, child marriage) by engaging men and boys. Mardon Wali Baat reached

Challenges in Haryana	Best Practice from the Meta-Analysis
	2,300+ participants with an intersectional (caste/class/sexuality) masculinities lens. Breakthrough Foundation's Taaron Ki Toli shifted gender attitudes in boys and girls, an effect that persisted two years after the programme ended. Rajasthan's GEMS introduced its curriculum into SCERT teacher-training and created 55 master trainers. Brazil's Promundo ran 90-hour teacher training that shifted teachers' own household dynamics. Yaari Dosti found the ally framing was the key to sustained engagement. Action for Equality warned against making men 'heroes for doing chores', focusing instead on how rigid norms harm men too. Responsible Partners found a 'self-interest' framing (better family health, closer relationships with children) beat moralistic appeals. SK-VAW kept its Men-Engage coalition accountable to women's priorities. TechnoServe's coffee initiative first sensitised husbands to the economic benefit of their wives' training (<i>'the eagle needs both wings to fly'</i>); women then took on tasks previously coded 'male' and sold coffee in their own names. The Aquatic Agricultural Systems project found redesigning around shared household decisions on savings/investment produced more durable results than women-only programming. Haryana's Beti Bachao Beti Padhao paired strict PCPNDT enforcement (decoy raids) with cultural shifts ('Kuan Pujan' for newborn girls) with extensive coordination and convergence between departments for the implementation of the scheme, leading to notable success in addressing SRB.
• Women do the bulk of dairy labour (milking, feeding, shed-cleaning) and most cultivation/post-harvest work, yet are shut out of marketing, pricing, mandi transactions and mustard-oil processing.	• Gender-transformative interventions should not be limited to developing women's skills or improving access to credit; they must provide targeted support to move women up the value chain, repositioning women from raw-material producers to processors, brand-owners and market managers. <i>Case study examples:</i> In Tunisia, women were supported with processing and marketing custard-apple pulp rather than selling raw fruit – this raised net income by ₹2,500 in 35-40 days and helped 18,599 households avoid distress migration. GSK Suraksha in Karnataka cut pad production cost from ₹4.5 to ₹1.5 and enabled SHG women to earn ₹3,000+/month as

Challenges in Haryana	Best Practice from the Meta-Analysis
	entrepreneurs, not charity recipients. Ethiopia's training-of-trainers model sent women to Japan to learn leak-proof sewing; they returned and trained 100 local women. Both paired manufacturing with school/community stigma-reduction campaigns.
• The rate of crime against women in Haryana is 110.3, compared with 66.2% in India. • Only 10.3% of women who experience violence seek any help; 20.4% of ever-married women aged 18-49 have experienced physical or sexual violence.	• Reclassify GBV from a 'private/women's matter' into a recognised institutional concern so the system, not the survivor, bears responsibility for identification. • Trauma-informed, empathy-centred interfaces raise reporting of GBV (such as trauma-informed policing). • Since economic dependence can trap women in unsafe situations, provide survivors of GBV with livelihood training with employment support and psychosocial care. • POSH requires consistent monitoring and reporting mechanisms and repeated training to be effective. <i>Case study examples:</i> Navchetna Bakery employs trafficking survivors, transgender persons and persons with disabilities via a social enterprise anchored to guaranteed institutional buyers (government canteens). Mann Deshi's business school targets school dropouts with skills plus psychosocial support and reached a 61% business-start rate. The Land Port Authority's two-tier committee system with HQ monitoring lifted staff awareness of reporting mechanisms from 32% to 68% after structured training. The GenSen Cell acts as a permanent 'early-warning system' for daily discrimination. France's Equality Barometer shows only continuous monitoring (instead of a one-time audit) can track the 'clog points' pushing women out. Mumbai's Dilaasa centre treats domestic violence as a public-health issue, training hospital staff to spot survivors from clinical signs rather than waiting for self-report. Mexico's 360° VR empathy training trained 17,600 first responders and improved victim-response capacity by a documented 28%. Delhi's Parivartan put women constables on permanent beats and used street performances, contributing to an 11% fall in violence against women. Ghaziabad's Sakhi helpline linked phone triage directly to One Stop Centres for rescue, FIR and shelter.

Challenges in Haryana	Best Practice from the Meta-Analysis
• 'Sarpanchpati' syndrome: elected women panch/sarpanch often remain proxies for male relatives.	• Develop community-created ('claimed') spaces to give women a practice-ground for authority that reservation alone does not. • <i>Case study examples:</i> Gujarat's Mahila Nyaya Samitis and Uttarakhand's 'Apni Adalat' built credible women-run justice spaces that then leveraged collective power into local governance and health. The introduction of student councils in schools in Odisha, with specified posts allotted to girls and boys, raised girls' agency to make decisions and improved social perception towards girls in leadership positions.
• Rural women earn seasonal incomes (dairy, poultry, vegetables), but standard bank loans with fixed monthly EMIs and 12-month tenure do not match those patterns, so formal credit is effectively inaccessible.	• To improve access to finance, barriers specific to sociocultural contexts need to be addressed. This includes barriers in the design of financial products, such as collateral rules and repayment schedules, as well as women's capacity to use finance once access is obtained. • <i>Case study examples:</i> Switzerland's refugee micro-credit in Jordan reached 4,000 Syrian women who had never held a bank account, by designing products around women's real cash-flow. Bandhan's 24-month 'graduation' support (rather than a one-off loan) raised average household income from ~₹15,000 to ~₹71,000.
• Haryana does not yet publish a standalone annual Gender Budget Statement.	• Develop and publish gender budgets that track planning, reach, allocation and utilisation rather than only allocation. • <i>Case study examples:</i> Himachal Pradesh's dual 'financial + physical' reporting matches every rupee to a count of women served. Maharashtra's BEAMS portal enables real-time district-level comparison of spending vs outputs. Ireland embeds equality targets in its main Public Service Performance Report rather than a siloed document.

1 INTRODUCTION

1.1 AN OVERVIEW OF DEVELOPMENT IN HARYANA WITH SPECIFIC FOCUS ON GENDER EQUALITY

Haryana occupies an interesting position in India's development landscape: the state has amongst the highest per capita incomes in the country at INR 3,95,618 (current prices) in 2025-26, marking an increase from 2024-25 at INR 3,58,171, and an annual family income of nearly Rs 16 lakh – which is approximately 70% higher than the national average¹. The Gross State Domestic Product (GSDP) also shows an upward trend, projected to reach INR 13,47,486 crore in 2025-26 – 11% higher than the revised estimates of 2024-25². On the other hand, nearly 70% of the state's household survive on INR 1.8 lakhs a year, while 10% of all households are identified as *Antyodaya Anna Yojana* (poorest of the poor) with an annual household income of less than INR 1 lakh³, indicating that growth and development in the state may be unequally distributed.

This comes to the fore when considering progress in gender equality; Haryana has a skewed sex ratio at birth (for children born in last 5 years) with 893 women to 1,000 men⁴, low female labour force participation rates (20.2% and 16.7% for rural and urban women respectively in 2023-24⁵), and a rate of crime against women that is over 1.5 times the average rate of crime for India (110.3 and 66.2 for Haryana and India respectively⁶). NITI Aayog's SDG India Index 2023 (the latest year for which this is available), places Haryana at 28 (out of 36) on SDG 5 (Gender Equality) amongst all states with a score of 46 points, indicate persisting challenges towards achieving gender equality.

In order to promote gender equality, Haryana has implemented notable initiatives through a multi-pronged institutional and policy approach combining legal reform, social protection, education, and employment. The state aims to strengthen the enforcement of the Pre-Conception and Pre-Natal Diagnostic Techniques (PCPNDT) Act⁷ to address sex-ratio imbalances and has expanded women's reservation in panchayats to enhance representation⁸. Concurrently, Haryana has made efforts to embed gender-sensitive curriculum reforms in middle schools⁹, announced that the state will “ earmark a

¹ Economic Survey of Haryana 2025-26. Department of Economic and Statistical Affairs, Government of Haryana. (2026).

² Haryana Budget Analysis 2025-26. PRS Legislative Research. (2026).
https://prsindia.org/files/budget/budget_state/haryana/2025/Haryana_Budget_Analysis_2025-26.pdf

³ Economic Survey of Haryana 2025-26. Department of Economic and Statistical Affairs, Government of Haryana. (2026).

⁴ “National Family Health Survey (NFHS-5): 2019-21: Compendium of Fact Sheets”. Ministry of Health and Family Welfare, Government of India. https://mohfw.gov.in/sites/default/files/NFHS-5_Phase-II_0.pdf

⁵ “Annual Report: PLFS 2023-24”. Ministry of Statistics and Programme Implementation, National Sample Survey Office, Government of India. 2024. https://dge.gov.in/dge/sites/default/files/2024-10/Annual_Report_Periodic_Labour_Force_Survey_23_24.pdf

⁶ “Crime in India 2023”. National Crime Records Bureau, Ministry of Home Affairs, Government of India. 2025. <https://www.ncrb.gov.in/uploads/files/1CrimeinIndia2023PartI1.pdf>

⁷ “Decline in Sex Ratio”. Ministry of Health and Family Welfare, Government of India. (2025).
https://sansad.in/getFile/loksabhaquestions/annex/186/AS83_a909Zd.pdf?source=pqals#:~:text=Regular%20review%20&%20assessment%20through%20various,Surrogacy%20Cells%20has%20been%20constituted.

⁸ Ministry of Panchayati Raj, Government of India. <https://panchayat.gov.in/en/document/50-reservation-for-women-in-pri-has-been-provided-as-per-the-haryana-panchayat-raj-second-amendment-act-2020/>

⁹ “Haryana: Pact signed to integrate gender curriculum in middle schools”. The Economic Times. 2024. Accessed on 17th March 2026. <https://education.economictimes.indiatimes.com/news/government-policies/haryana-pact-signed-to-integrate-gender-curriculum-in-middle-schools/111338284>

specific portion of their allocations for women” in the state budget¹⁰, and launched major social welfare schemes targeting women from low-income households such as Deen Dayal Lado Lakshmi Yojana.

The results of these efforts can be observed in Haryana’s progress in SDG 5. *Figure 1* compares Haryana’s progress along SDG 5 and its overall SDG scores and ranks, revealing: While Haryana’s SDG 5 *score* (absolute position of Haryana in SDG 5) consistently rose between 2018 and 2023-24, Haryana’s SDG 5 *rank* (relative position of Haryana in SDG 5 in comparison to other states/union territories) improved from 25 in 2018 to 20 in 2023-24. This trend holds true for Haryana’s composite SDG *score* (absolute position of Haryana in across all SDGs) and composite rank (relative position of Haryana in all SDGs in comparison to other states/union territories).

While this trend is encouraging, it reveals that Haryana has persistently remained in the ‘Achiever’ category (with a score below 50) for SDG 5, suggesting that substantial room for progress in gender equality remains.

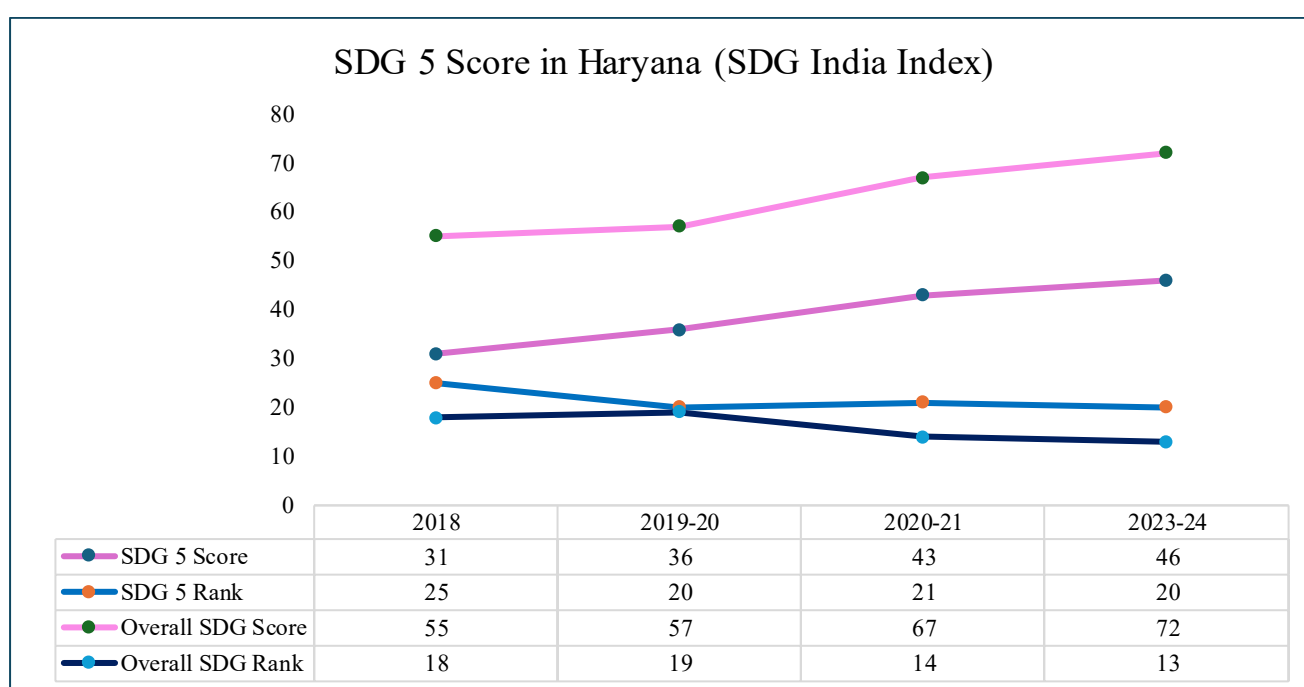


Figure 1: Progress in SDG 5 in Haryana as per the SDG India Index. Created by the Author, adapted from SDG India Index Reports¹¹ from 2018 to 2023-24.

1.2 META-ANALYSIS OF GOOD PRACTICES TO IDENTIFY STRATEGIC PATHWAYS FOR GENDER EQUALITY

As detailed in Section 1.1.1, statewide programs and interventions aimed at gender equality have yielded modest gains in SDG 5, requiring a targeted effort towards identifying pathways of change that support gender equality outcomes.

¹⁰ “Budget 2026-27”. Government of Haryana. (2026).

¹¹ SDG India Index. NITI Aayog. Accessed on 17th March 2026. <https://sdgindiaindex.niti.gov.in/#/download>

Significant efforts have already been made in this regard: numerous compendia of “good” or “best” practices list, in varying levels of detail, interventions, programmes, and policies that support gender equality, both globally and in India. This body of literature forms a rich source of information to consider unique and innovative ideas that can assist with improving progress towards gender equality. However, it is crucial to adapt these practices to local socioeconomic contexts – for instance, a conditional cash transfer programme implemented in south-east Asia may fail if replicated in India if local socioeconomic factors are not actively considered and addressed in programme design.

Within this context, a meta-analysis of good practices that support gender equality provides a useful analysis of the specific pathways of change that have led to positive impacts or outcomes. By identifying these pathways – that is, interrogating *what* changed and *how* that change was achieved – specific actions can be tailored to Haryana’s socioeconomic context and implemented to foster gender equality in Haryana.

In order to conduct a qualitative meta-analysis of good practices for gender equality, a framework for analysis is required to adopt a unifying lens for examination and parameters for interrogations. By leveraging John Gaventa’s Powercube framework (explained in Section 2.1), this report offers a framework-driven, Haryana-specific analysis of good practices to examine the conditions under which they led to social transformation for gender equality. In doing so, this report elaborates good practices for gender equality while engaging with the specificities Haryana to develop actionable recommendations that are tailored to Haryana’s unique context.



BUS RAPID TRANSPORT SYSTEM: CHALLENGES IN REPLICATING GOOD PRACTICES

The Bus Rapid Transport System (BRTS) was implemented in India in 2011 after success in Latin America (Bogotá and Curitiba) as a means of sustainable high quality-urban transport.

A study examining the replication of BRTS in India shows that when implemented in Delhi, the impact of the system was limited by bottlenecks specific to Delhi’s context, such as long signal cycles, short length of bus corridors, pile ups of buses at junctions and limited institutional coordination for implementation.

This example underscores the specific need to consider local contexts, such as institutional arrangements and local infrastructure, when adapting interventions from different regions.

Source: UNEP Riso Centre on Energy Climate and Sustainable Development. (2011). Bus Rapid Transit (BRIT) Case Studies in India. <https://unepccc.org/wp-content/uploads/2019/01/bus-rapid-transit-brt-case-studies-in-india-to-unep-risoe.pdf>



WHAT IS META-ANALYSIS?

Meta-analysis is a research method that involves analysis data from several studies to develop a conclusion. Meta-analysis is of two types:

1. **Quantitative meta-analysis:** establishes statistical significance through the examination of studies, especially studies that have conflicting results.



THE POWERCUBE FRAMEWORK

John Gaventa’s Powercube framework argues that power is articulated across three dimensions:

The first dimension concerns the **spaces** in which decisions are made: some spaces are *closed* to citizens entirely, some are *invited* by authorities, and some are *claimed or created* by citizens through collective action.

The second dimension concerns the **levels** of governance at which power is exercised—local, national, and global—and the vertical linkages (or disconnections) between them.

2. Qualitative meta-analysis:

synthesizes qualitative accounts, such as case studies, systematically in order to “develop a more substantive understanding than those resulting from individual accounts”.

Source: Habersang et al. (2024). Advancing Qualitative Meta-Studies (QMS): Current Practices and Reflective Guidelines for Synthesizing Qualitative Research.
<https://doi.org/10.1177/10944281241240180>

The third dimension concerns the **forms** that power takes: *visible* power (laws, budgets, formal rules), *hidden* power (agenda-setting, gatekeeping, selective exclusion), and *invisible* power (internalised norms, beliefs, and self-limiting identities that operate below the threshold of conscious contestation).

The framework shows that a programme that works at one level and in one form of power, while leaving other levels and forms untouched, is likely to achieve only incremental or reversible gains.

Source: Gaventa, J. (2006). ‘Finding the Spaces for Change: A Power Analysis.’ IDS Bulletin, 37(6), 23–33.

Refer to Section 2.1 for a detailed explanation of the framework.

1.3 SCOPE AND METHODOLOGY

This report is grounded in a qualitative meta-analysis of 158 secondary case studies sourced from 14 major global and Indian compendiums of gender-related best practices. This meta-analysis synthesises the findings of existing documented interventions to identify patterns and identify pathways for replication in Haryana.

The source compendiums were selected on the basis of credibility, thematic coverage, recency, and relevance to gender equality. The full list of case studies is provided in Annex 1. Together, these compendiums encompass interventions from over 40 countries, as well as a significant number of Indian state-level and national-level case studies. This breadth allows the analysis to draw on both international innovations and domestic experience.

Each of the 158 case studies was classified into one of six thematic domains developed inductively from the source documents. These domains are:

- (i) Economic Empowerment and Livelihoods
- (ii) Safety, Justice and Institutional Response
- (iii) Health, Education, and Social Norms
- (iv) Governance, Data and Policy
- (v) Leadership and Workforce in the Private Sector
- (vi) Male Engagement and Social Transformation

Each domain chapter in this report presents the relevant case studies, analyses them through the Powercube lens, and derives implications for Haryana’s policy and programming. The Powercube serves as the unifying analytical framework across all six domains. For each domain, the analysis examines which *spaces* (closed, invited, or claimed) the documented interventions sought to act upon; at which *levels* (local, state/national, global) they were pitched; and which *forms* of power (visible, hidden, or invisible) they engaged. This three-dimensional mapping allows an identification of systematic patterns: for instance, whether the evidence base is disproportionately concentrated on visible-power interventions at the national level (as is common in legislative and budgetary reforms) while underinvesting in strategies that challenge hidden and invisible power at the local level (such as community-led norm-change campaigns or capacity-building for women in claimed spaces).

1.4 LIMITATIONS OF THE STUDY

This study is subject to several limitations that should be borne in mind when interpreting its findings.

First, the analysis relies entirely on secondary case studies documented in published compendia of good practices. These compendia are subject to an inherent publication bias: they overwhelmingly report successful interventions, while programmes that failed, were discontinued, or produced unintended consequences are rarely documented. The absence of failure cases means that the pathways identified in this report represent conditions associated with success but cannot fully account for the conditions that lead to failure.

Second, the Powercube categorisation of each case study (its classification by space, level, and form of power) is based on the author's interpretive judgement. While categorisations are grounded in the descriptive accounts provided in the source documents, different analysts might reasonably classify the same intervention differently, particularly where multiple forms of power are engaged simultaneously.

Third, several case studies appear across more than one thematic domain, as their interventions address multiple dimensions of gender inequality.

Fourth, the source compendia span a wide temporal range, from 2008 to 2025. Older case studies, while valuable for the patterns they reveal, may describe interventions whose institutional and policy contexts have since changed. The report has prioritised more recent sources where possible but has retained older cases where they offer unique insights not available in contemporary literature.

Fifth, the Haryana-specific recommendations offered in this report are derived from the analytical patterns observed across case studies. They have not been validated through primary consultations with state government officials, implementing agencies, or intended beneficiaries. Implementation feasibility, political economy considerations, and fiscal implications would need to be assessed through further consultative processes before these recommendations are operationalised.

1.5 STRUCTURE OF THE REPORT

The report is organised into ten chapters as follows:

Chapter 2 presents the Powercube framework, explaining its three dimensions (spaces, levels, and forms of power) and describes how the framework is applied as a unifying analytical lens across all six thematic domains. This chapter also introduces the visual mapping conventions used throughout the report to represent the Powercube dimensions in tabular form.

Chapters 3 through 8 each correspond to one of the six thematic domains identified in Section 1.3. Chapter 3 addresses Economic Empowerment and Livelihoods, examining interventions in areas such as financial inclusion, enterprise development, value chain upgrading, and cooperative models, with particular attention to the structural barriers that constrain women's economic participation in Haryana.

Chapter 4 focuses on Safety, Justice and Institutional Response, reviewing practices in preventing and responding to gender-based violence, strengthening access to justice, transforming the institutional cultures of police and judiciary, and ensuring workplace safety through POSH compliance.

Chapter 5 takes up Health, Education and Social Norms, covering initiatives that range from girls' education and school curricula to maternal health, menstrual hygiene, and community-level behaviour change, analysed through the lens of how these programmes challenge or reproduce gendered norms.

Chapter 6 examines Governance, Data and Policy, analysing how governments have embedded gender analysis into fiscal planning, data systems, public-expenditure management, and institutional architecture to ensure that commitments to gender equality are backed by resources and accountability.

Chapter 7 addresses Leadership and Workforce in the Private Sector, exploring strategies to deepen women's substantive participation in corporate leadership and manufacturing, including return-to-work programmes, sponsorship models, care infrastructure, and enforceable quotas. Chapter 8, the final thematic chapter, addresses Male Engagement and Social Transformation, examining interventions designed to shift the deep-seated beliefs, attitudes, and social expectations that underpin all other dimensions of gender inequality, with a focus on engaging men and boys as allies.

Chapter 9 presents the conclusion, synthesising cross-cutting findings across all six domains and identifying overarching strategic priorities for Haryana.

2 THE POWERCUBE FRAMEWORK

2.1 THE POWERCUBE FRAMEWORK AS AN ANALYTICAL LENS

The Powercube, developed by John Gaventa, offers a three-dimensional framework for analysing the *spaces* (closed, invited, claimed/created), *levels* (local, national, global), and *forms* (visible, hidden, invisible) of power that shape citizen engagement in governance and policy¹².

Rather than treating power as static or unidimensional, the framework insists that these three dimensions interact dynamically: the form of power that prevails in a given space depends on who created that space, and on the governance level at which it operates. For a state like Haryana, where patriarchal social norms coexist with affirmative-action policies and a rapidly modernising economy, the Powercube provides a diagnostic lens. It enables an interrogation of *why* certain interventions shift outcomes and what kinds of multi-level, multi-form strategies are needed for transformative change.

2.1.1. SPACES: CLOSED, INVITED AND CLAIMED

The first dimension of the Powercube asks us to examine the decision-making arenas or “spaces” available to women in Haryana and to assess whether these spaces are closed to them, opened through institutional invitation, or claimed autonomously by women’s collective action as described in *Figure 2*.

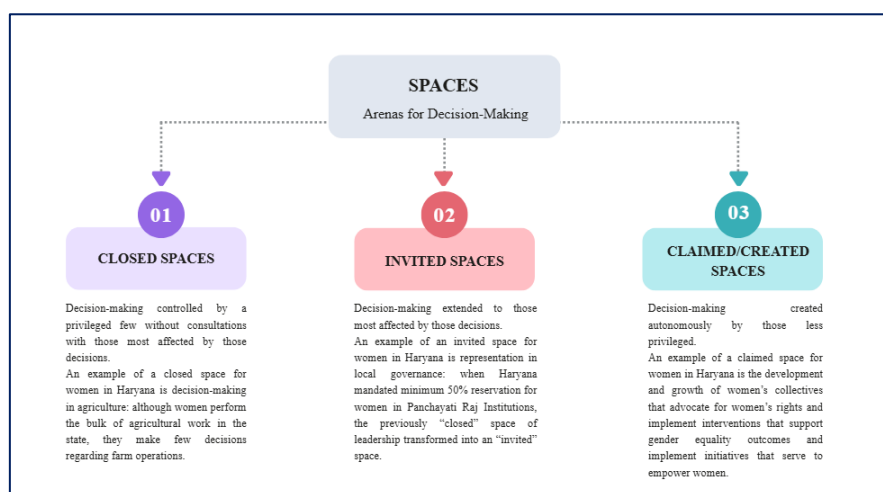


Figure 2: Types of Spaces as per the Powercube framework¹³. Created by Author; adapted from Powercube framework.

¹² Gaventa, J. (2006). ‘Finding the Spaces for Change: A Power Analysis.’ IDS Bulletin, 37(6), 23–33.

¹³ Gaventa, J. (2006). ‘Finding the Spaces for Change: A Power Analysis.’ IDS Bulletin, 37(6), 23–33.



DEFINING POWER

Gaventa’s concept of power is closely related to decision-making. He defines power as follows:

“Power ‘over’ refers to the ability of the powerful to affect the actions and thought of the powerless.

The *power ‘to’* is important for the capacity to act; to exercise agency and to realise the potential of rights, citizenship or voice.

Power ‘within’ often refers to gaining the sense of self-identity, confidence and awareness that is a precondition for action.

Power ‘with’ refers to the synergy which can emerge through partnerships and collaboration with others, or through processes of collective action and alliance building.”

Source: Gaventa, J. (2006). ‘Finding the Spaces for Change: A Power Analysis.’ IDS Bulletin, 37(6), 23–33.

2.1.2 LEVELS: LOCAL, NATIONAL AND GLOBAL

The second Powercube dimension examines the level, that is, local, state and national/global levels, at which gender outcomes are decided, influenced and implemented as outlined in *Figure 3*. Gender outcomes in a state like Haryana are shaped simultaneously by village-level social norms, state-level legislation and budgets, national policy architectures, and global normative frameworks such as the Sustainable Development Goals and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). The Powercube insists that vertical linkages between these levels is required to transform outcomes: transformative change requires local mobilisation to connect with national advocacy and global norms, and national policy to be grounded in local realities.

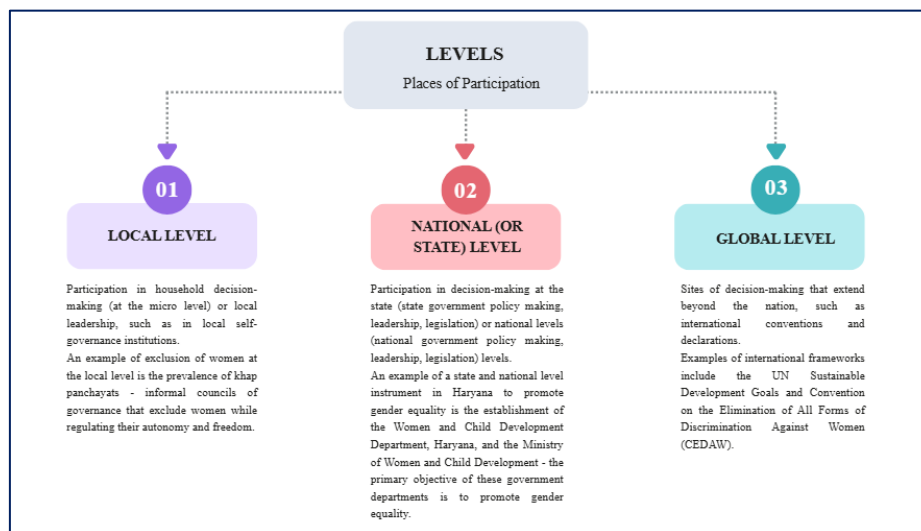


Figure 3: Types of Levels as per the Powercube framework¹⁴. Created by Author, adapted from Powercube framework.

2.1.3 FORMS: VISIBLE, HIDDEN AND INVISIBLE

The third dimension of the Powercube distinguishes among three forms of power: visible, hidden, and invisible. Gaventa emphasises that invisible power is the most “insidious” as it shapes boundaries of participation as explained in *Figure 4*.

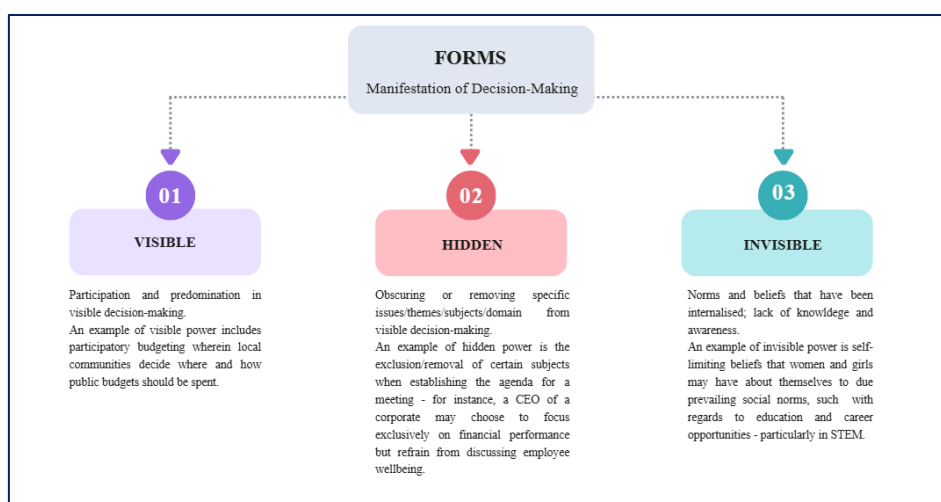


Figure 4: Forms of power as per the Powercube Framework¹⁵. Created by Author, adapted from the Powercube Framework.

¹⁴ Gaventa, J. (2006). 'Finding the Spaces for Change: A Power Analysis.' IDS Bulletin, 37(6), 23–33.

¹⁵ Gaventa, J. (2006). 'Finding the Spaces for Change: A Power Analysis.' IDS Bulletin, 37(6), 23–33.

2.2 APPLYING THE POWERCUBE FRAMEWORK

The preceding analysis demonstrates that gender inequality in Haryana is multi-dimensional challenge. Policies that create invited spaces (such as panchayat reservation) may fail due hidden power (the *sarpanch-pati* syndrome) or invisible power (internalised subservience) which limits women's substantive participation. State-level legislative action may be undermined by disconnections with local-level patriarchal institutions (khap panchayats) or by inadequate vertical integration with international frameworks. Visible-power interventions like cash transfers may improve metrics like the sex ratio at birth without addressing the underlying invisible power of son preference that drives discrimination against girls throughout their life cycle. The Powercube framework requires coordinated action across spaces, levels, and forms of decision-making to bolster transformative change (Figure 5).

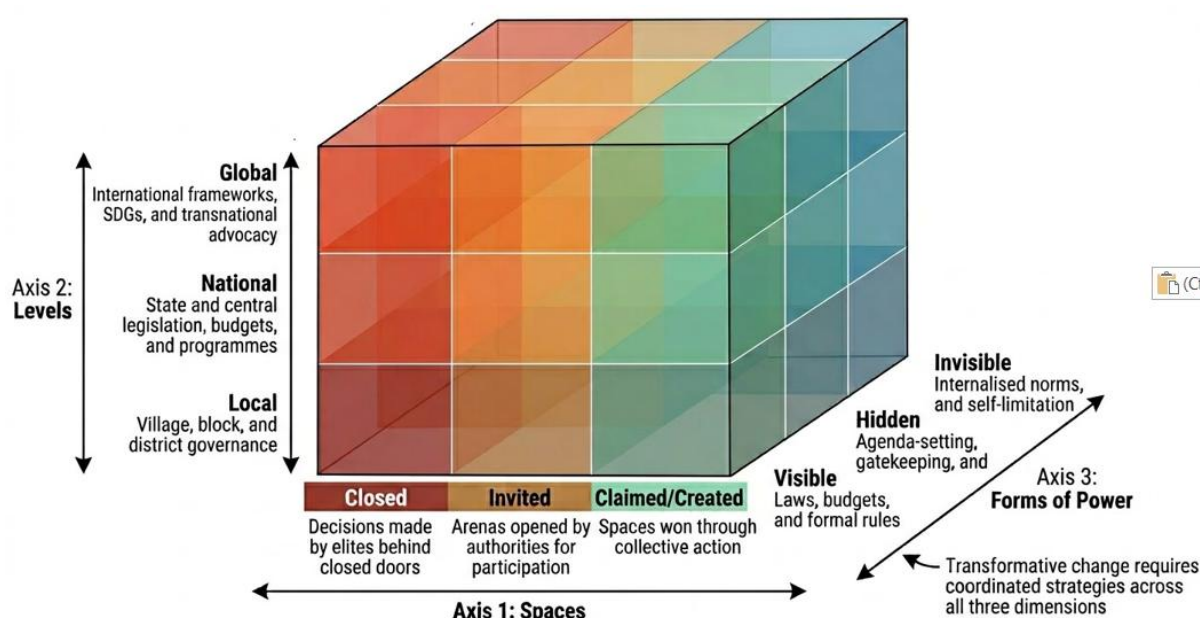


Figure 5: The Powercube: a framework to analyse spaces, levels and forms of power¹⁶. Created by Author; based on the Powercube framework.

This means opening closed spaces at multiple governance levels, challenging established agendas through transparency and inclusive representation, and confronting invisible norms through education, public campaigns, and the creation of new cultural narratives. It also means building the vertical linkages that connect grassroots mobilisation with national policy advocacy and global normative frameworks, so that gains at one level reinforce and protect gains at others.

Having established the theoretical architecture of the Powercube, the framework will be deployed across the six thematic domains that structure the remainder of the report. Each domain will be analysed through the triple lens of spaces, levels, and forms. The purpose is to use the framework as a diagnostic instrument that reveals where the binding constraints on gender equality lie within each domain, and what types of intervention are most likely to shift those constraints.

¹⁶ Gaventa, J. (2006). 'Finding the Spaces for Change: A Power Analysis.' IDS Bulletin, 37(6), 23–33.

3 THEMATIC DOMAIN: ECONOMIC EMPOWERMENT AND LIVELIHOODS

3.1 DOMAIN OVERVIEW

Globally, there is a significant disparity between male and female labour force participation rates. The global female labour force participation rate (FLFPR) is estimated at 49%, compared with roughly 73% for men¹⁷ in 2025. In India, the Periodic Labour Force Survey (PLFS) 2023–24¹⁸ records a national FLFPR of 41.7% (in usual status for persons aged 15 and above) in comparison to 78.8% for men, marking a significant rise in FLPR from 23.3% in 2017–18. According to the Economic Survey for 2024-25, this increase was the result of increased participation by rural women in economic activities and improved “better capturing female workers in unpaid work by the PLFS survey”¹⁹.

In Haryana, the state’s FLFPR stood at only 24.2% in 23-24. This represents the highest gender gap in labour force participation in North India and the second-largest gap nationally, with Assam being the only state to record a wider disparity²⁰. Further, Haryana has the highest gender disparity in time spent in care work at 13:3 (women : men) followed by Punjab at 11:3²¹.

This section analyses case studies that offer pathways to address these concerns by promoting gender and social inclusion in agricultural value chains, self-help groups, financial inclusion, cooperative models, entrepreneurship, and vocational training.

3.2 POWERCUBE ANALYSIS

Table 1 maps 31 case studies identified under the economic empowerment domain across the three dimensions of the Powercube framework. The mapping reveals that the majority of interventions in this domain challenge invisible power: the internalised norms and beliefs that women are not farmers, not entrepreneurs, and not managers. A significant secondary pattern involves challenging hidden power: the agenda-setting processes that exclude women from extension services, financial products, and market information by defaulting to ‘male household heads’ as the unit of engagement.

Case Study	Source	Powercube Space	Powercube Level	Form of Power Challenged	Key Innovation
CS 8: Enabling a Sustainable Livelihood Value Chain	Deloitte & UN GCNI (2018), pp. 15–39	Invited → Claimed	Local/ National	Invisible (feminisation of poverty, invisible female labour)	Custard apple value chain; 35,785 women collectives; SHG-to-market linkage

¹⁷ “Labor Force Participation Rate (% of population ages 15+) (modelled ILO estimate). (2025). The World Bank. <https://data.worldbank.org/indicator/SL.TLF.CACT.FE.ZS>

¹⁸ “Periodic Labour Force Survey (PLFS) – Annual Report (July, 2023 – June, 2024)”. <https://www.pib.gov.in/PressReleasePage.aspx?PRID=2057970®=3&lang=2>

¹⁹ “Economic Survey 2024-25”. (2025). Ministry of Finance, Government of India. <https://www.indiabudget.gov.in/budget2025-26/economicsurvey/index.php>

²⁰ Bhushan, Ananta. (2024). How does labour force participation vary across Indian states?. Centre for Economic and Data Analysis, Ashoka University. <https://ceda.ashoka.edu.in/how-does-labour-force-participation-vary-across-indian-states/>

²¹ Nikore, N. (2019). “Building India’s Economy on the Backs of Women’s Unpaid Work: A Gendered Analysis of Time-Use Data”. Observer Research Foundation. <https://www.orfonline.org/public/uploads/posts/pdf/20240614190804.pdf>

Case Study	Source	Powercube Space	Powercube Level	Form of Power Challenged	Key Innovation
CS 9: Graduation Model for the Ultra-Poor	Deloitte & UN GCNI (2018), pp. 39–55	Invited	Local	Invisible (internalised destitution, self-exclusion)	24-month asset-transfer graduation model; income rose from ₹15,000 to ₹71,000
CS 12: Promoting Livelihoods and Menstrual Hygiene (GSK Suraksha)	Deloitte & UN GCNI (2018), pp. 94–109	Claimed/Created	Local	Invisible (menstrual stigma) + Visible (market exclusion)	SHG-owned sanitary napkin social enterprise; dual health-livelihood model
CS 13: Business School for Rural Women (Mann Deshi)	Deloitte & UN GCNI (2018), pp. 109–136	Claimed/Created	Local	Invisible (internalised inferiority among school dropouts)	Specialised business school for rural women; 61% started businesses
CS 17: Seeding Robust Livelihoods with Women Farmers (PRADAN)	Deloitte & UN GCNI (2018), pp. 216–237	Claimed/Created	Local/ National	Invisible (women's labour rendered invisible in farming)	SHG-led climate-smart agriculture; 10-fold yield increase; 6,834 SHGs
CS 19: TechnoServe Coffee Initiative	Petries et al. (2022), FAO	Invited → Claimed	Local	Invisible (women = 'housewives' not 'farmers')	Individual-level targeting of women; male sensitisation; 'eagle with both wings' metaphor
CS 20: PRADAN's Farm Livelihoods Enhancement	Petries et al. (2022), FAO	Claimed/Created	Local/ National	Invisible (double disadvantage of tribal women)	Concept seeding via video; 46,500 SHGs; gender-transformative approach
CS 21: Peru's Haku Wiñay (Vamos a Crecer)	Petries et al. (2022), FAO	Invited	Local/ National	Hidden (male-default household targeting) + Invisible	Farmer-to-farmer 'yachachiq' model; women as primary clients
CS 23: Haku Wiñay Inclusive Rural Business Contests	Petries et al. (2022), FAO	Invited	Local	Visible (exclusion from seed funding) + Hidden	Gender-inclusion bonus scoring in business competitions
CS 25: Individual-Level Targeting and Male Sensitisation	Petries et al. (2022), FAO, pp. 13–15	Invited	Local	Hidden (household-head default = male)	Shift from 'household' to individual registration; women sell coffee in own names
CS 50: Financial and Digital Literacy Workshops	LPAI (2024), pp. 54–55, 83	Invited	Local	Invisible (low financial self-efficacy)	Integrated financial planning and digital skill-building for female staff
CS 52: Community Trade Training for Women and SHGs	LPAI (2024), pp. 33, 77–78, 83	Invited → Claimed	Local/ National	Hidden (information barriers to cross-border trade)	SHG women trained in export procedures; procedural literacy
CS 54: Navchetna Bakery	NITI Aayog (2023), pp. 163–164	Claimed/Created	Local	Invisible (extreme marginalisation: trafficking survivors, transgender persons)	Inclusive social enterprise bakery; institutional procurement linkages
CS 56: Biz Sakhi – Community Mentorship	NITI Aayog (2023), pp. 168–170	Claimed/Created	Local	Invisible (lack of mentorship, psychosocial barriers)	Community-based mentor cadre for first-generation women entrepreneurs
CS 57: Gaura SHG – Food Processing	NITI Aayog (2023), pp. 171–172, 93	Claimed/Created	Local	Invisible (devaluation of small-holding produce)	Raw fruit → processed products; SHG-owned mini food-processing unit
CS 60: Santhe Kaushalkar – Digital Inclusion for SHGs	NITI Aayog (2023), pp. 70–72	Invited	Local/ National	Hidden (digital market exclusion)	Online marketplace for rural artisans; 2,148 active products

Case Study	Source	Powercube Space	Powercube Level	Form of Power Challenged	Key Innovation
CS 61: Project Uddyam – Female Economic Managers	NITI Aayog (2023), pp. 127–128	Claimed/Created	Local	Hidden (women as producers not managers) + Invisible	Women cadre as economic managers; WARLI SHAILI brand creation
CS 69: HUL Project Shakti and Ahilya	NITI Aayog & CII (2025), pp. 54, 56	Invited	National	Hidden (last-mile exclusion from value chains)	200,000 rural women entrepreneurs in FMCG distribution
CS 71: GAIL Sashakt and Bharosa Centres	NITI Aayog & CII (2025), pp. 58–59	Invited	Local / National	Invisible (vulnerability of GBV survivors)	Integrated livelihood + safety services for vulnerable women
CS 86: UK WOW Programme	OECD (2022), p. 109	Invited	Global	Hidden (structural barriers in global supply chains)	Private sector data-driven gender analysis in value chains
CS 87: Sweden’s Guarantees for Women Entrepreneurs	OECD (2022), pp. 109–110	Invited	National / Global	Visible (collateral requirements exclude women)	First-loss guarantee fund; USD 50M mobilised
CS 88: Switzerland’s Refugee Financial Inclusion	OECD (2022), p. 110	Invited	National	Visible (regulatory exclusion of refugees) + Invisible	Specialised micro-credit for displaced women; 4,000 beneficiaries
CS 115: ASI Gender, Rights, and Collective Action Training	UN Women (2016), pp. 75–108	Claimed/Created	Local	Invisible (‘Tree of Patriarchy’ norms) + Hidden	Residential gender-rights training; Vamashakti federation of 2,500 women
CS 122: Aquatic Agricultural Systems (AAS)	UN Women (2016), pp. 68–74	Invited	Global	Hidden (gender gaps treated as resource gaps only)	Gender-transformative redesign of agricultural research projects
CS 127: MALAR – Literacy to Economic Empowerment	UNDP (2008), pp. 23–30	Claimed/Created	Local	Invisible (illiteracy as barrier to rights) + Visible	SHG federation with 31,000 members; ₹6.66 crore savings; 47 panchayat members
CS 135: ANANDI – Engendering Livelihoods in Tribal Areas	UNDP (2008), pp. 85–94	Claimed/Created	Local	Invisible (tribal women’s exclusion from resource governance)	Women manage forest nurseries; grain bank model; panchayat consultation
CS 139: CAPFISH-Capture (Cambodia)	UNIDO (2025), pp. 28–42	Invited → Claimed	National	Hidden (women confined to low-value processing)	50% of quality-certified fisheries now women-led; 58% job increase
CS 141: Gender Equity in Aquaculture (Colombia)	UNIDO (2025), pp. 50–62	Invited	National	Hidden (data gap on women’s participation)	Digital Gender Markers; first woman federation president elected
CS 142: Transforming the Cactus Industry (Tunisia)	UNIDO (2025), pp. 186–198	Claimed/Created	National / Global	Invisible (women as low-wage harvesters) + Visible	160% export surge; 54% women-owned companies; wages rose 122%
CS 145: Women in Apple and Livestock Industries (Pakistan)	UNIDO (2025), pp. 137–156	Invited	Local / National	Hidden (women excluded from technical training)	906 women trained; 25% income increase; 1,000+ jobs created
CS 147: Cactus Industry for Global Cosmetics (Tunisia)	UNIDO (2025), pp. 177–199	Claimed/Created	National / Global	Invisible (women as low-wage seasonal labourers)	39 of 72 companies women-owned; wages for female labourers rose 122%

Table 1: Case studies that align with the economic empowerment and livelihoods domain.

Table Notes: CS = Case Study. Powercube categorisations are the Author’s own, based on the descriptions of case studies (Annex 1). Where a case study shows movement from one space to another (e.g., Invited → Claimed), this indicates that the intervention began as a top-down invitation but was subsequently appropriated by participants.

Insight 1: Collectivisation supports women with unlocking invisible power when paired with gender-sensitive training and awareness activities.

An examination of case studies shortlisted for this study reveals one consistent pattern: organising women into Self-Help Groups, federations, and cooperatives is a necessary but insufficient condition for economic empowerment. Case Studies 17 (PRADAN's SHG-led agriculture initiative), 20 (PRADAN's Farm Livelihoods Enhancement initiative), and 127 (MALAR federation in Tamil Nadu) all demonstrate that collectivisation produces significant economic outcomes – increases in agricultural yields, savings accumulations, and entry into panchayat politics – *when economic activities are bundled with explicit, deliberate discussions on patriarchal norms and women's identity as economic actors.*

Case Study 20 is particularly instructive: PRADAN found that working solely on economic empowerment increased incomes but did not change intra-household power dynamics; a 'gender-transformative' approach involving the incorporation of incorporating 'concept seeding', discussions on the 'Tree of Patriarchy,' and identity-building as farmers was required to achieve lasting change.

Similarly, a collective action training for women in Uttar Pradesh (CS 115) resulted in the creation of a federation of 2,500 women only after a six-day residential programme that explicitly addressed invisible power through exercises mapping gendered control over resources.

Insight 2: Inclusion of women across value chains helps transform their position from labourers to economic agents.

The meta-analysis shows that the most transformative interventions do not merely provide skills or credit — they insert women into new positions within value chains, moving them from raw material producers to processors, brand owners, and market managers.

Case Study 8 (Axis Bank Foundation's custard apple value chain) showed that organising women to process and market custard apple pulp, rather than sell raw fruit,



APPLYING THIS INSIGHT TO HARYANA

The Haryana State Rural Livelihoods Mission (HSRLM) helps implement key livelihood and capacity development interventions such as Deendayal Antyodaya Yojana-National Rural Livelihoods Mission (DAY-NRLM). The department has supported the formation of over 50,000 SHGs, which provides a ready network of women's collectives.

HSRLM can introduce a 'Gender Rights Lab' module, adapted from CS 115, within every SHG to integrate gender-sensitive training and awareness sessions to tackle regressive social norms. These trainings may be held through continuous and repeated engagement with the community to facilitate long-term changes in social norms.



APPLYING THIS INSIGHT TO HARYANA

Women perform the majority of labour in Haryana's dairy sector, such as milking, feeding and shed cleaning, but are excluded from marketing and pricing decisions. Similarly, women perform the bulk of cultivation and post-harvest work but are excluded from mandi transactions and oil processing in the mustard sector.

increased net income by ₹2,500 in a 35–40 day period and enabled 18,599 households to avoid distress migration. The Tunisia cactus industry case (CS 142) is another example: by repositioning prickly pear seed oil from a discarded by-product to a high-value cosmetic ingredient, the intervention generated a 160% surge in exports, with 54% of companies now women-owned – which is five times the national average - and wages for female agricultural labourers rising by 122%. Similarly, the Gaura SHG (CS 57) shifted from raw fruit sales to processed products, and Project Uddyam (CS 61) created a female cadre of economic managers who progressed from ‘producer’ to ‘manager’ roles, establishing a brand identity.

The state can provide special support for SHGs in value chains where women are limited to low-paid informal work. Pradhan Mantri Formalisation of Micro Food Processing Enterprises (PM FME) scheme – which requires branding, marketing, and technical support - may be leveraged for the same.

Source: Bidhan, S., et al. (2024). [10.36676/jrps.v15.i3.1447](https://doi.org/10.36676/jrps.v15.i3.1447)

Insight 3: Women’s exclusion from finance and credit may be addressed through interventions that tackle visible exclusion and invisible self-limitation.

Several case studies demonstrate that women’s financial exclusion operates through a dual mechanism: visible barriers (collateral requirements, regulatory exclusion) *and* invisible barriers (internalised beliefs about financial incapacity, reluctance to engage with formal institutions). Sweden’s first-loss guarantee mechanism (CS 87) addressed visible barriers by de-risking bank loans for women-owned SMEs, mobilising up to USD 50 million in private capital across Georgia and Ethiopia. Switzerland’s refugee micro-credit in Jordan (CS 88) reached 4,000 Syrian women refugees who had never previously held a bank account, using feasibility studies to design products around women’s actual economic patterns rather than standard banking assumptions. On the invisible side, Bandhan Konnagar’s graduation model (CS 9) demonstrated that ultra-poor women require 24 months of intensive handholding — not just a one-off loan — to build the confidence and skill to sustain microenterprises, resulting in average annual household income rising from approximately ₹15,000 to ₹71,000. The Financial and Digital Literacy workshops at India’s land ports (CS 50) tackled invisible power directly by teaching women personal financial planning alongside workplace digital skills.



APPLYING THIS INSIGHT TO HARYANA

Rural women in Haryana are engaged in wage labour such as dairy, poultry, and vegetable cultivation with seasonal incomes. Standard bank loan products such as fixed monthly EMIs and 12-month tenure do not align with these patterns. A consideration of women’s seasonal patterns, such as in CS 88, can help improve their access to financial inclusion by aligning repayment schedules accordingly while credit counselling and monitoring can mitigate the risk of over-indebtedness.

Insight 4: Access to markets, particularly through digital platforms, require ‘community cadres’ to bridge the last mile.

The analysis of case studies reveal that technology-mediated solutions are successful when they address ‘last-mile’ challenges of digital literacy, connectivity, and trust.

The Santhe Kaushalkar platform in Karnataka (CS 60) registered over 1,000 SHG member profiles and 2,148 products on a digital marketplace, but its most critical insight was that digital inclusion requires a ‘community cadre’ comprised of trained local women who bridge the gap between rural production and digital listing, enable the creation of an invited space for women entrepreneurs. HUL’s Project Shakti (CS 69) achieved large scale (200,000 rural women entrepreneurs) as it embedded technology within an existing social network — SHGs — to leverage peer engagement and trust. The community trade training at India’s land ports (CS 52) reinforced this lesson: teaching ‘procedural literacy’, in this case explaining how export documentation works, was as important as any digital tool.

Insight 5: Long-term and sustainable empowerment of women requires active engagement with men.

Several economic empowerment interventions examined explicitly include male engagement as a design feature, recognising that women’s economic agency is exercised within households and communities where men hold power. This leads to a mitigation of invisible power that concentrates decision-making in the hands of male members of households while enabling the creation of an invited space for women to exercise decision-making themselves.

TechnoServe’s Coffee Initiative (CS 19 and CS 25) secured women’s participation by first sensitising husbands on the economic benefits of their wives’ training, using the metaphor that ‘the eagle needs both wings to fly.’ Women subsequently took on traditionally ‘male’ tasks like coffee stumping and began selling in their own names. Case Study 17 (PRADAN) explicitly states that ‘economic dimensions alone do not change gender roles; deliberate discussions on social and cultural beliefs are required.’ The Aquatic Agricultural Systems partnership (CS 122) found that redesigning projects around shared household decision-making regarding savings and investments produced more durable outcomes than women-only programming.



APPLYING THIS INSIGHT TO HARYANA

Haryana’s proximity to the Delhi-NCR consumer market represents an enormous opportunity for SHG e-commerce. The state could develop a Haryana Haat Digital portal - branded for Haryanvi SHG products (such as handlooms) - but the lesson from CS 60 and CS 69 is that the portal must be accompanied by a trained cadre of ‘Digital Sakhis’ recruited from within SHGs. These cadres could be trained to photograph products, manage listings, and coordinate logistics with delivery networks.



APPLYING THIS INSIGHT TO HARYANA

Haryana’s patriarchal norms — characterised by khap panchayat influence and male control over land and assets — make male engagement essential. SHG-based economic empowerment programmes can include a parallel ‘Husband, Son and Father-in-Law Sensitisation’ module, modelled on TechnoServe’s approach, delivered through existing agricultural extension channels (Krishi Vigyan Kendras) to frame women’s economic activity as a pathway to shared prosperity rather than a threat to male authority.

Insight 6: Integrated livelihood training, as opposed to standalone vocational training, can serve to support women from marginalised backgrounds.

For women facing intersecting vulnerabilities, such as trafficking survivors, displaced women, survivors of gender-based violence, women with disabilities, standard vocational training programmes can be supplemented with employment support.

The Navchetna Bakery in Chhattisgarh (CS 54) provides employment exclusively to trafficking survivors, transgender persons, and persons with disabilities through a social enterprise linked to institutional buyers (government canteens), demonstrating that employment for the most marginalised is most sustainable when anchored to guaranteed procurement, creating an invited space for marginalised women. GAIL's 'Sashakt' and 'Bharosa' centres (CS 71) integrate livelihood training with safety services, including self-defence and counselling. The Mann Deshi Business School (CS 13) specifically targets school dropouts, offering both technical skills and psychosocial support, achieving a 61 per cent business-start rate among participants. The Biz Sakhi programme (CS 56) institutionalised psychosocial mentorship as a core component, finding it equally important as financial training for first-generation women entrepreneurs. These interventions underscore the need to integrate mechanisms that challenge invisible power – self-limiting beliefs or norms – through dedicated psychosocial support, enabling and empowering marginalised women to create claimed spaces for themselves.



APPLYING THIS INSIGHT TO HARYANA

Haryana's One Stop Centres (Sakhi Centres) currently provide crisis services but lack structured livelihood pathways for survivors. Drawing from CS 54 and CS 71, the Department of Women and Child Development could pilot '**Stabilisation-to-Livelihood**' programmes at OSCs. After survivors receive support (such as psychosocial and legal support from OSCs), they can be offered an optional pathway to livelihoods. If survivors choose to participate, they can be provided with vocational skills training following which they can be linked with livelihood opportunities similar to CS 54.

4 THEMATIC DOMAIN: SAFETY, JUSTICE AND INSTITUTIONAL RESPONSE

4.1 DOMAIN OVERVIEW

Gender-based violence (GBV) remains one of the most pervasive yet systematically under-addressed human rights violations globally²². The World Health Organization estimates that nearly “1 in 3 (30%) of women worldwide have been subjected to either physical and/or sexual intimate partner violence or non-partner sexual violence in their lifetime”²³. In India, the National Family Health Survey (NFHS-5, 2019–21) reports that 31.5% of women aged 18–49 have experienced physical or sexual violence, while the National Crime Records Bureau recorded 448,211 cases of crimes against women in 2023²⁴.

Haryana has historically recorded one of the most male-skewed child sex ratios in India — 830 girls per 1,000 boys in the 2011 Census with one study noting that “Haryana has never crossed the figure of 900 since 1901”²⁵ — reflecting son preference that can create conditions for violence against women. Haryana’s NFHS-5 data reveals that 20.4% of ever-married women aged 18–49 have experienced physical or sexual violence, while only 10.3% of women who experience violence seek any form of help²⁶. To address these trends, the state’s justice infrastructure has expanded, with 22 One-Stop Centres²⁷, approximately 33 All-Women Police Stations²⁸, 18 Fast Track Special Courts for POCSO cases – the highest in North India²⁹, and a ‘Durga Shakti’ rapid response initiative.

This section analyses 23 case studies that address the domain of safety, justice, and institutional response, reading them through the Powercube framework to identify what forms of power they challenge, at what levels, and in what kinds of spaces.

4.2 POWERCUBE ANALYSIS

Table 2 maps 23 case studies identified under this domain across the three dimensions of the Powercube framework. The mapping reveals that the majority of interventions in this domain create invited spaces for women or enable the creation of claimed spaces by women, while challenging hidden and invisible power.

²² “Gender Based Violence Against Women and Girls”. (n.d.). UN OHCHR. <https://www.ohchr.org/en/women/gender-based-violence-against-women-and-girls#:~:text=Gender%2Dbased%20violence%20against%20women%20and%20girls%20is%20one%20of,human%20rights%20standards%20in%20place>.

²³ “Violence Against Women”. (2024). World Health Organisation. <https://www.who.int/news-room/fact-sheets/detail/violence-against-women>

²⁴ Crime In India. (2025). National Crime Records Bureau.

²⁵ Dave, V. (2018). *Implications of Declining Sex Ratio in Haryana in terms of Trafficking of Women for the Purpose of Marriage*. Research Journal of and Social Sciences. 2018; 9(2): 375-382. 10.5958/2321-5828.2018.00065.7

²⁶ National Family Health Survey (NFHS-5) 2019-21 Haryana Report. International Institute for Population Sciences; Ministry of Health and Family Welfare.

²⁷ One Stop Centre. Women and Child Development Department, Haryana. <https://wcdhry.gov.in/schemes-for-women/onestop-centre/#:~:text=In%20Haryana%20state%20Initially%20One,1.2>).

²⁸ Press Release. (2024). Chief Minister Office Haryana, Government of Haryana. <https://haryanacmoffice.gov.in/05-february-2024#:~:text=In%20addition%2C%20current%20government%20has,established%20in%20every%20police%20station>.

²⁹ Prakahsh, S. (2026). “Haryana tops North with 18 fast-track courts; Punjab trails”. <https://www.tribuneindia.com/news/haryana/haryana-tops-north-with-18-fast-track-courts-punjab-trails>

Case Study Title	Source	Space	Level	Power Form	Key Innovation
CS 2: Prosecuting CRSV as Terrorist Offence (Nigeria)	UNODC (2025), pp. 14–16	Closed → Invited	National	Visible + Hidden	Reframing sexual violence as terrorism offence; specialised SGBV court unit
CS 3: VR-Based First Responder Training (Mexico)	UNODC (2025), pp. 17–19	Invited	National	Invisible	360° VR empathy simulations for police; stress management for GBV officers
CS 5: Holistic Reintegration for Incarcerated Women (Kyrgyzstan)	UNODC (2025), pp. 23–24	Closed → Claimed	Local	Visible + Invisible	Legal identity restoration (passports); trauma-informed post-release case management
CS 6: EmpowerHER – Female Officers in Anti-Trafficking (Pakistan)	UNODC (2025), pp. 25–27	Closed → Invited	National	Hidden + Invisible	Personalised coaching for women officers; shifting institutional culture in male-dominated force
CS 30: Do Kadam Barabari Ki Ore (Bihar)	UNESCO & ICRW (2024), pp. 41–42	Claimed/Created	Local	Invisible	Cricket as entry point for GBV-prevention life-skills with adolescent boys
CS 32: Mardon Wali Baat (UP, Rajasthan, MP)	UNESCO & ICRW (2024), pp. 42, 57–63	Claimed/Created	Local	Invisible	Intersectional masculinities lens (caste, class, sexuality) in campus workshops
CS 34: Action for Equality (Pune, Maharashtra)	UNESCO & ICRW (2024), pp. 141–146	Claimed/Created	Local	Invisible	Three-tier mentoring of adolescent boys as GBV-prevention advocates
CS 46: POSH Compliance at Land Ports	LPAI (2024), pp. 18–21, 47–49	Invited	National	Visible	Two-tier ICC system with HQ monitoring; external NGO members on committees
CS 53: GenSen Cell for Gender Oversight	LPAI (2024), pp. 72–73, 77	Invited	Local	Hidden	Anonymous complaint boxes; dual prevention-punitive institutional mechanism
CS 54: Navchetna Bakery (Dantewada)	NITI Aayog (2023), pp. 163–164	Claimed/Created	Local	Invisible	Survivor-run social enterprise; livelihood for trafficked women and transgender persons
CS 59: Sakhi Helpline (Ghaziabad, UP)	NITI Aayog (2023), pp. 182–183	Invited → Claimed	Local	Visible	Triage helpline linked to One Stop Centres for rescue, FIR, and shelter
CS 71: GAIL Bharosa Centre	NITI Aayog & CII (2025), pp. 58–59	Invited	National	Visible + Hidden	24/7 integrated safety + entrepreneurship coaching for survivors
CS 74: Gender Equality in National Legislation (UK, US)	OECD (2022), p. 25	Invited	National/Global	Visible	Legally mandating gender analysis for all public spending decisions
CS 76: What Works to Prevent Violence	OECD (2022), p. 25	Invited	Global	Invisible	GBP 25M evidence programme on root causes of male perpetration of GBV
CS 85: NZ Humanitarian Partnering (Pacific)	OECD (2022), pp. 74–75	Claimed/Created	Global	Hidden	Women as primary first responders in disaster; pre-positioned SRH/dignity kits
CS 103: Mexico’s Gender-Tagged Budget	OECD (2023), pp. 93, 115	Invited	National	Visible	Mandatory tagging of every peso for gender equality; legal protection from reallocation
CS 106: Norway’s Equality Ombud	OECD (2023), pp. 46, 49	Invited	National	Visible + Hidden	Independent litigation power for discrimination cases; public diversity rankings
CS 109: France’s Equality Barometer for Judiciary	OECD (2023), pp. 161, 163–164	Invited	National	Hidden	Tracking ‘leaky pipeline’ clog-points in women’s judicial careers
CS 111: POC SO Act Enactment (Haryana)	SDGCC Haryana, pp. 1–8	Invited	Local/National	Visible	Special POC SO courts; Sakoon Centres; video-conferencing testimony for child survivors

Case Study Title	Source	Space	Level	Power Form	Key Innovation
CS 125: Dilaasa – Hospital-Based DV Centre (Mumbai)	UNDP (2008), pp. 11–15	Claimed/Created	Local	Invisible	India's first hospital-based DV crisis centre; institutional identification of survivors
CS 126: SK-VAW – Community Rights Mobilisation (Gujarat)	UNDP (2008), pp. 17–22	Claimed/Created	Local	Invisible + Hidden	Mahila Nyaya Samitis (women's justice collectives); male-engage coalition
CS 128: INGON – Anti-Trafficking (Meghalaya)	UNDP (2008), pp. 31–37	Claimed/Created	Local/National	Visible + Hidden	Three-stage rescue-repatriation-rehabilitation model; media-police networking
CS 136: Parivartan – Police-Public Partnership (Delhi)	UNDP (2008), pp. 95–100	Invited → Claimed	Local	Invisible	Women beat constables; interactive pantomime in slums for VAW awareness

Table 2: Case studies that align with the safety, justice and institutional response domain.

Table Notes: CS = Case Study. Powercube categorisations are the Author's own, based on the descriptions of case studies (Annex 1). Where a case study shows movement from one space to another (e.g., Invited → Claimed), this indicates that the intervention began as a top-down invitation but was subsequently appropriated by participants.

Insight 1: Shifting the locus of responsibility from survivors to report cases of GBV to institutions can improve access to justice.

A recurring pattern across several case studies is the re-classification of gender-based violence from a 'private matter' or 'women's issue' into a recognised institutional concern, converting the site of power from hyper-local (or personal) to state/national.

In Nigeria, UNODC supported the prosecution of conflict-related sexual violence as a terrorist offence, culminating in the first-ever domestic conviction of a Boko Haram member for rape and sexual slavery under counter-terrorism statutes (CS 2). In Mumbai, the Dilaasa crisis centre pioneered the treatment of domestic violence as a public health concern rather than a purely legal one, training hospital staff to identify DV survivors based on clinical symptomology rather than waiting for women to self-report (CS 125). Mexico initiated a gender-tagged budget system legally mandated that every federal peso allocated to gender equality be protected from reallocation, effectively treating gender spending as a fiscal commitment equivalent to infrastructure investment (CS 103). Each of these cases challenged *visible power* by rewriting rules, but they also disrupted *hidden power* by forcing institutions — courts, hospitals, treasuries — to place GBV on their core agendas rather than relegating it to a marginal welfare portfolio.

Insight 2: Institutional responses that centre empathy and prioritise trauma-informed survivor support can improve reporting of GBV.

Multiple case studies demonstrate that the barrier to justice is not merely the absence of laws but the absence of empathetic, survivor-centred interfaces.



APPLYING THIS INSIGHT TO HARYANA

ASHA/ANM workers conduct maternal health home visits in rural regions across Haryana. By embedding a GBV protocol in these home visits, a structured, non-interrogative safety screening tool (such as WHO's Safe Enquiry method) can enable the state to offer first-responder support to survivors without requiring women to self-report.



APPLYING THIS INSIGHT TO HARYANA

The Haryana Police Academy in Karnal functions as the primary institute that trains Haryana Police (in addition to various training centers in

In Mexico, 360-degree VR simulations were deployed to train over 17,600 first responders, producing a documented 28% improvement in victim response capacity and integrating gender modules into national police training standards (CS 3). Delhi's Parivartan programme placed women police constables on permanent neighbourhood beats — a role previously reserved for men — and used interactive performances in slum colonies, resulting in an 11% decline in violence against women in the north-west district between 2005 and 2006 (CS 136). The Ghaziabad Sakhi helpline during COVID-19 bypassed physical mobility restrictions by linking telephone triage directly to One Stop Centres for emergency rescue, FIR filing, and temporary shelter (CS 59). In each case, the innovation was not a new law but a new *architecture* at the point of first contact: addressing the *invisible power* of internalised shame and mistrust that prevents women from approaching institutions.

Insight 3: Change in social norms that normalise violence should be led by engaging with men and boys.

The uploaded compendium includes a cluster of programmes that shift the GBV prevention lens from 'protecting women' to 'transforming masculinities.' These programmes target *invisible power* — internalised patriarchal norms that make violence seem natural — and they do so in *claimed/created spaces* such as sports grounds, campuses, and community circles rather than formal government institutions.

In Bihar, the Do Kadam Barabari Ki Ore programme used cricket coaching as a pathway for gender-transformative life-skills education, producing documented increases in bystander intervention behaviours among adolescent boys (CS 30). In Pune, the Action for Equality programme's three-tier mentoring structure resulted in a 50% change at the family level, with families beginning to challenge menstrual taboos, fasting practices, and child marriage (CS 34). The Mardon Wali Baat programme in Lucknow, Varanasi, and Jaipur introduced an explicitly intersectional lens, addressing how caste, class, and sexuality shape masculine identities, and reached over 2,300 participants through campus workshops and a residential training institute (CS 32).

Insight 4: Women's justice collectives create parallel spaces outside formal courts.

Several case studies reveal that formal justice systems such as police stations, courts, legal aid offices are often

districts). Scenario-based empathy training can be provided to officers in training, using immersive roleplay or low-cost VR simulations specifically constructed around Haryana's social context — such as dowry harassment. Further, refreshed training certificates can be linked to annual performance appraisals, especially for SHOs at the district level.



APPLYING THIS INSIGHT TO HARYANA

Haryana's robust sports culture, particularly its network of wrestling and kabaddi akhadas, provides a powerful ready-made infrastructure for such programming. The state could integrate gender-transformative modules into the Sports and Youth Affairs Department's existing coaching programmes, using coaches as male role models to reach rural youth—particularly in districts with the lowest sex ratios.



APPLYING THIS INSIGHT TO HARYANA

Haryana could formally adopt and state-fund

the very sites where hidden and invisible power exclude women most effectively. In response, communities have created alternative justice mechanisms.

In Gujarat, the SK-VAW network established Mahila Nyaya Samitis (women's justice collectives) that use democratic and participatory mediation at the village level, gaining sufficient credibility that their judgments are respected by communities (CS 126). In Norway, an independent Equality and Anti-Discrimination Ombud possesses litigation powers to sue for damages in discrimination cases, operating entirely outside executive branch control (106). At India's land ports, the GenSen Cell model creates an institutional mechanism that operates alongside the Internal Complaints Committee, using anonymous complaint boxes and dedicated female supervisors to capture issues that the formal ICC process would miss (CS 46). These initiatives move power from *closed* or *invited* spaces to *claimed/created spaces*, where women themselves define the terms of engagement.

Insight 5: Economic reintegration of survivors can be integrated with justice pathways.

A cross-cutting lesson from multiple case studies is that justice without economic reintegration is incomplete and often reversible, requiring interventions that address the intersection of *visible power*, such as legal processes, and *invisible power* – particularly economic dependence that keeps women trapped in violent contexts.

In Kyrgyzstan, a prison reintegration programme found that 25% of incarcerated women lacked basic identification documents, and 60% prioritised mental health support; the programme restored legal identity through internal passports and enabled several women to regain child custody (CS 5). In Dantewada, the Navchetna Bakery provides livelihood to women who have been trafficked, transgender persons, and persons with disabilities through a social enterprise linked to institutional buyers such as government canteens (CS 54). GAIL's Bharosa Centre model explicitly links safety services with entrepreneurship coaching, treating economic agency as integral to protection rather than a separate 'livelihood' programme (CS 71). The Meghalaya Model (INGON) provides a complete rescue-repatriation-rehabilitation continuum for trafficking victims, recognising that without shelter, healthcare, and skills training, rescued women are at high risk of re-trafficking (128).

the Nari Adalat architecture as part of its Mission Shakti implementation with a few changes specific to Haryana's socio-cultural context: unlike the central Nari Adalat template, which gives half the seats to elected panchayat members, Nyaya Sakhis should be drawn primarily from SHG leaders, ASHA workers, and women with demonstrated independence from dominant caste councils. Further, each Nari Adalat can be supported by a paralegal worker trained in women's rights, Protection of Women from Domestic Violence Act 2005, and feminist principles of justice.



APPLYING THIS INSIGHT TO HARYANA

Haryana's One Stop Centres (Sakhi) and short-stay homes (Sakhi Niwas) can be augmented with optional pre-exit 'Economic Independence Plans' that ensure survivors exit with an Aadhaar card, a Jan Dhan bank account, a skill certification, and a link to a self-help group or micro-enterprise incubator—modelled on the Kyrgyzstan and Navchetna approaches.

Insight 6: Compliance with POSH requires repeated trainings supported with institutional infrastructure.

Case studies reveal that workplace sexual harassment prevention is most effective when it involves permanent institutional mechanisms rather than episodic awareness sessions.

The Land Port Authority of India's two-tier ICC system, with local committees at each port monitored by a unified command centre at headquarters, found that only 32% of staff were initially familiar with reporting mechanisms, rising to 68% after structured training (CS 46). The complementary GenSen Cell at ports like Rupaidiha and Sutarkandi operates as a permanent 'early warning system,' addressing daily discrimination, facility maintenance, and social biases that the formal ICC would not capture (53). France's Equality Barometer for the judiciary demonstrates that even in high-status professional environments, invisible barriers (inflexible hours, transfer policies) drive women out of careers; only a permanent iterative monitoring instrument, unlike a one-time audit, can track and address these 'clog points' (CS 109). These cases challenge *hidden power* — the informal norms and managerial discretion that suppress complaints — and they do so through permanent institutional mechanisms rather than time-bound projects.



APPLYING THIS INSIGHT TO HARYANA

Haryana can establish a State-Level POSH Monitoring Cell within the Women and Child Development Department, functioning year-round, with a dedicated official whose sole mandate is aggregating annual ICC and LCC reports from all districts, tracking complaint rates, disposal rates, pending cases, and training frequency, and publishing a quarterly public dashboard.

Further, for workers in remote or rural regions, existing rural infrastructure can be upgraded to receive complaints: SHG leaders can be trained in supporting and referring survivors to access grievance redressal mechanisms so that there is a physical point of first contact within walking distance of every village, rather than requiring a survivor to travel to the district collectorate.

5 THEMATIC DOMAIN: HEALTH, EDUCATION AND SOCIAL NORMS

5.1 DOMAIN OVERVIEW

Globally, education and health remain arenas where gender inequality is profoundly consequential. UNICEF estimates that 122 million girls worldwide remain out of school³⁰, while the World Health Organisation reports that “260 000 women lose their life due to pregnancy or childbirth each year”³¹. In India, the National Family Health Survey 5 found that 23% of women aged 20–24 were married before the age of 18, while only 55% of rural women aged 15–49 who received the recommended four or more antenatal care visits during their last pregnancy³².

In Haryana the Beti Bachao Beti Padhao campaign (launched in Haryana in 2015) has driven measurable improvements in the sex ratio at birth in select districts – the Government of Haryana reported that within three years of implementing the initiative, “the sex ratio in district Sonapat has reached to 1,000 girls per 1,000 boys”³³. Reports indicate that female dropouts (grades 6 to 8) in education rose from 1.7% in 2024-25 to 3.05% in 2025-26³⁴ and the fact that “Women in Haryana are much more likely to use contraception if they already have a son”³⁵ point to continuing gaps where invisible power — patriarchal norms around son preference — persist.

The 32 case studies analysed in this section demonstrate, collectively, that transforming these norms requires working simultaneously on education, health, and social norm change because, in patriarchal settings, these three domains are inextricable, each reinforcing the others through feedback loops of invisible power.

5.2 POWERCUBE ANALYSIS

Table 3 below maps all 32 case studies in this domain against the three dimensions of the Powercube: spaces of engagement, levels of operation, and forms of power challenged. The table reveals a striking pattern: the overwhelming majority of interventions in this domain target invisible (internalised) power: the norms, beliefs, and self-censorship that prevent women and girls from claiming their rights even where legal protections exist. This distinguishes the Education, Health, and Social Norms domain

³⁰ “Fast facts: 30 years of uneven progress for adolescent girls”. (2025). UNICEF, Plan International and UN Women. <https://www.unwomen.org/en/news-stories/press-release/2025/03/fast-facts-30-years-of-uneven-progress-for-adolescent-girls>

³¹ “World Health Day 2025: Healthy beginnings, hopeful futures”. (2025). World Health Organisation. <https://www.who.int/campaigns/world-health-day/2025>

³² National Family Health Survey (NFHS-5) 2019-21. International Institute for Population Sciences; Ministry of Health and Family Welfare.

³³ Directorate of Information, Public Relations, and Languages. (2018). Government of Haryana. <https://prharyana.gov.in/en/with-the-implementation-of-beti-bachao-beti-padhao-campaign-haryana-has-achieved-a-significant-mark>

³⁴ “Elementary school dropout rate in Haryana’s Nuh worsens; nearly half of all teacher posts vacant”. (2026). The Indian Express. <https://indianexpress.com/article/cities/chandigarh/school-dropout-rate-in-haryana-nuh-worsens-nearly-half-of-teacher-posts-vacant-10566224/>

³⁵ National Family Health Survey (NFHS-5) 2019-21 Haryana Report. International Institute for Population Sciences; Ministry of Health and Family Welfare.

from other domains (such as Economic Empowerment or Governance), where visible power structures are more frequently the primary target.

Case Study Title	Source	Powercube Space	Powercube Level	Form of Power Challenged	Key Innovation
CS 11: Leveraging Existing Community and Government Resources for Girls' Education (Educate Girls)	Deloitte & UN GCNI (2018), pp. 75–94	Claimed/Created	Local	Invisible	Door-to-door mapping of out-of-school girls; community volunteer 'Team Balika' model
CS 12: Promoting Livelihoods and Menstrual Hygiene (GSK Suraksha)	Deloitte & UN GCNI (2018), pp. 94–109	Claimed/Created	Local	Invisible	SHG women produce and market low-cost sanitary pads, combining livelihood with stigma reduction
CS 15: Internet Saathi - Digital Gender Divide	Deloitte & UN GCNI (2018), pp. 177–195	Claimed/Created	Local/National	Invisible (norms barring women from phones)	Peer-to-peer women digital trainers
CS 18: Cultural Movement against Domestic Violence (Stree Mukti Sanghatana)	Deloitte & UN GCNI (2018), pp. 238–257	Claimed/Created	Local	Invisible + Hidden	Uses theatre and music to open 'taboo' conversations on DV and gender discrimination
CS 29: Yaari Dosti – Transforming Gender Norms and Reducing HIV Risk	UNESCO & ICRW (2024), pp. 36–41	Invited	Local	Invisible	Adapted global 'Program H' curriculum for Indian young men; peer-led group education
CS 30: Do Kadam Barabari Ki Ore – Two Steps Towards Equality	UNESCO & ICRW (2024), pp. 41–49	Invited	Local	Invisible + Visible	Cricket as entry point for gender-transformative life-skills education for boys
CS 31: Prachar – Advancing Young People's SRHR	UNESCO & ICRW (2024), pp. 49–56	Invited	Local	Invisible + Hidden	Life-stage-specific training with 'change agents'; engages mothers-in-law as gatekeepers
CS 32: Mardon Wali Baat – Reflecting on Masculinities	UNESCO & ICRW (2024), pp. 42, 57–63	Claimed/Created	Local	Invisible	Intersectional lens (caste, class, sexuality) to deconstruct patriarchal masculinity
CS 33: Taaron Ki Toli (Gang of Stars) – Breakthrough	UNESCO & ICRW (2024), pp. 44, 66–74	Invited	Local + National	Invisible	School-based curriculum with RCT evidence; scaled to Punjab and Odisha via SCERT
CS 34: Action for Equality (AfE) – Male Engagement for GBV Prevention	UNESCO & ICRW (2024), pp. 141–146	Claimed/Created	Local	Invisible	Three-tier mentoring (Foundation → Action → Leadership) for adolescent boys
CS 35: Responsible Partners and Caring Fathers	UNESCO & ICRW (2024), pp. 147–152	Invited	Local	Invisible + Hidden	Workshops for fathers and adolescent boys to redefine care and fatherhood norms
CS 36: Dekh Rekh and Hamari Shaadi Hamare Sapne	UNESCO & ICRW (2024), pp. 153–158	Invited	Local	Invisible	Human-centred design 'nudges'; gamification to open spousal communication on FP
CS 37: GEMS for Boys – Advancing Equity through School Curricula	UNESCO & ICRW (2024), pp. 159–167	Invited	Local + National	Invisible	Government-adopted (Rajasthan SCERT) school curriculum on masculinities and SRH
CS 38: The Gender Lab Boys Program	UNESCO & ICRW (2024), pp. 168–172	Claimed/Created	Local	Invisible	Boys conduct 'Community Action Projects'; workshops for fathers reinforce behaviour change at home
CS 58: Project Excel - Digital Social Protection	NITI Aayog (2023), pp. 90–92, 127	Claimed/Created	Local	Hidden (documentation barriers)	Tech screening + Soochna Sathis
CS 59: SARTHI & SAKHI Helplines (Ghaziabad)	NITI Aayog (2023), pp. 182–183	Invited	Local	Hidden + Visible	Confidential helplines structurally linked to One Stop Centres for rescue, FIR, and shelter
CS 60: Santhe Kaushalkar - Digital SHG Platform	NITI Aayog (2023), pp. 70–72	Claimed/Created	Local	Hidden (exclusion from e-commerce)	Hybrid apps for rural artisan onboarding

Case Study Title	Source	Powercube Space	Powercube Level	Form of Power Challenged	Key Innovation
CS 62: Combating Vaccine Hesitancy through ‘Setu Didis’	NITI Aayog (2023), p. 185	Claimed/Created	Local	Invisible	Trained local women communicate health benefits in local dialects; door-to-door counselling
CS 76: Evidence-Based Prevention of GBV (‘What Works’)	OECD (2022), p. 25	Invited	Global	Invisible + Visible	GBP 25 million research programme proving GBV is preventable; tested scalable measures
CS 89: Measuring Social Norms Change through Storytelling	OECD (2022), p. 123	Claimed/Created	National	Invisible	SenseMaker tool collects thousands of stories to track shifts in gendered power relations
CS 110: Beti Bachao Beti Padhao (BBBP) – Haryana	SDGCC Haryana, pp. 1–8	Invited	National + Local	Visible + Invisible	Combined PC&PNDT enforcement with ‘Kuan Pujan’ cultural reframing of the girl child
CS 112: ANMOL Tab! – Health Technology for ANMs in Haryana	SDGCC Haryana, pp. 1–30	Invited	Local	Visible + Hidden	Aadhaar-enabled tablets replace paper registers; auto-generates ‘pending jobs’ lists for ANMs
CS 117: Community Reporters (Bolivia)	UN Women (2016), pp. 131–165	Claimed/Created	Local	Invisible (machismo/self-censorship)	Women-run radio channel
CS 120: Promundo – Portal for Gender Equality in Schools (PEGE)	UN Women (2016), pp. 56–60	Invited	National	Invisible	90-hour online teacher training on gender, sexuality, and violence in Brazilian schools
CS 125: Dilaasa – Recognizing DV as a Public Health Concern	UNDP (2008), pp. 11–15	Claimed/Created	Local	Hidden + Invisible	India’s first hospital-based DV crisis centre; trains all hospital staff to identify DV cases
CS 126: SK-VAW – Mobilizing Communities on Rights Awareness	UNDP (2008), pp. 17–22	Claimed/Created	Local	Hidden + Visible	Mahila Nyaya Samitis provide democratic, participatory justice at village level
CS 127: MALAR – Literacy to Education for Women’s SHG Empowerment	UNDP (2008), pp. 23–30	Claimed/Created	Local	Invisible + Hidden	Self-reliant SHG federation refusing external funding; 47 members elected to panchayats
CS 129: KMVS Radio – Radio as a Tool for Gender Mainstreaming	UNDP (2008), pp. 39–43	Claimed/Created	Local	Invisible	Community radio in Kutchi language featuring women in non-traditional protagonist roles
CS 132: Women as Agents of Change in Combating HIV/AIDS	UNDP (2008), pp. 61–66	Claimed/Created	Local	Invisible + Hidden	Sex workers as agents of change; ‘link workers’ profile villages by HIV-risk factors
CS 134: Empowering Women through Literacy (Mahila Samakhyas)	UNDP (2008), pp. 77–84	Claimed/Created	Local	Invisible + Visible	‘Apni Adalat’ (Our Court) provides alternative justice spaces; women-run health centres
CS 138: The Girl Child – Good Practices (HAQ / MV Foundation)	UNDP (2008), pp. 109–119	Claimed/Created	Local	Visible + Invisible	Residential Bridge Courses mainstream bonded girl labourers into formal schools
CS 144: Making Innovative Menstrual Products Empowers Women	UNIDO (2025), pp. 119–136	Invited	Global + Local	Invisible	Training-of-Trainers transfer of Japanese leak-proof sewing; media for stigma reduction

Table 3: Case studies in the education, health and social norms domain.

Table Notes: CS = Case Study. Powercube categorisations are the Author’s own, based on the descriptions of case studies (Annex 1). Where a case study shows movement from one space to another (e.g., Invited → Claimed), this indicates that the intervention began as a top-down invitation but was subsequently appropriated by participants.

Insight 1: Gender sensitive curricula with government ownership creates a shift in social norms concerning gender.

Several interventions in this domain achieved impact by embedding gender-transformative content within formal school curricula, backed by government ownership, challenging invisible power at the local level.

Breakthrough's Taaron Ki Toli, evaluated through a 2.5-year RCT by J-PAL across 314 government schools in Haryana, demonstrated a statistically significant shift in gender attitudes among both boys and girls that persisted two years after the programme ended (CS 33). The GEMS for Boys programme in Rajasthan achieved what few NGO programmes manage: formal integration of its gender-equity curriculum into the State Council of Educational Research and Training (SCERT) teacher-training modules, creating a pool of 55 master trainers and ensuring the programme outlives its funding cycle (CS 37). In Brazil, Promundo's 90-hour online training for teachers reported shifts not only in classroom practice but in teachers' own household gender dynamics (CS 120). The lesson from these interventions is that NGOs must from the outset design for government handover to ensure sustainable impact.

Insight 2: The impact of menstrual hygiene interventions can be improved by leveraging them as a pathway for livelihoods.

The GSK Suraksha programme in Karnataka (CS 12) and a menstrual products programme in Ethiopia (CS 144) both demonstrate how invisible power is transformed when the shame and silence surrounding menstruation is mitigated when women themselves produce, market, and profit from the products.

In the GSK Suraksha model (CS 12), SHG women reduced production costs from INR 4.5 to INR 1.5 per pad and earned INR 3,000 or more monthly, creating entrepreneurs who took pride in their social contribution rather than recipients of charity. An intervention in Ethiopia (CS 144) used a training-of-trainers approach where women were sent to Japan to learn advanced sewing techniques, then returned to train 100 local women, creating a self-replicating cascade of skills and confidence. Both



APPLYING THIS INSIGHT TO HARYANA

Haryana can integrate gender-sensitive curricula at the upstream level by integrating gender-sensitive modules within diplomas/degrees that all primary and middle school teachers complete prior to being appointed.

Further, a cadre of SCERT-certified Gender Resource Persons at the District Institute of Education and Training level, similar to GEMS's 55 master trainers, with a mandate to deliver gender equity training as part of routine DIET in-service programmes can be created.

To institutionalise gender sensitivity within schools, gender attitude shift as a measurable outcome in Haryana's school performance framework can be added, specifically in the Samagra Shiksha annual plan, which governs school funding and targets.



APPLYING THIS INSIGHT TO HARYANA

Haryana has a growing network of women's SHGs under the National Rural Livelihoods Mission (NRLM). A menstrual hygiene social enterprise model anchored to the SHG ecosystem—with pad production units in blocks with the lowest female school retention—could simultaneously address the menstrual hygiene gap and generate livelihoods for rural women.

programmes paired manufacturing with community-level behaviour change campaigns in schools and public spaces.

Insight 3: Spaces created by local communities have significant impact on women's empowerment.

A distinctive sub-pattern in this domain is the creation of community-owned spaces — termed 'claimed/created' spaces in the Powercube framework — where women exercise decision-making authority that the formal system denies them.

The SK-VAW network in Gujarat's Kutch-Saurashtra region established Mahila Nyaya Samitis (women's justice collectives) that use participatory mediation to resolve disputes at the village level, gaining such credibility that their judgments are respected alongside formal panchayat decisions (CS 126). Mahila Samakhya in Uttarakhand created 'Apni Adalat' (Our Court), providing an alternative institutional space where women could seek gender-fair justice and, over time, leverage this collective power to institutionalise women's concerns in local governance and healthcare (CS 134). The MALAR federation in Tamil Nadu demonstrated that when women's collectives refuse external funding and build self-reliance through internal savings —accumulating over Rs. 6.66 crores by 2007 — they acquire the economic independence that makes political participation possible, with 47 members elected to panchayats (CS 127).

Insight 4: Technology and media, when rooted in local networks, are important tools for outreach.

Several case studies demonstrate that technology and media can significantly extend the reach of health and norm-change interventions, but only when deployed through existing trust networks.

The ANMOL tablet initiative in Haryana replaced cumbersome paper registers for Auxiliary Nurse Midwives (ANMs) with Aadhaar-enabled devices, freeing frontline workers from data entry to focus on family planning counselling and nutrition guidance (CS 112). The 'Setu Didi' model in Jharkhand demonstrated that in vaccine-hesitant communities, the messenger, a trusted local woman communicating in the local dialect, was as important as the message itself, successfully mobilising over 1,000 people for COVID-19



APPLYING THIS INSIGHT TO HARYANA

Haryana's 50% reservation for women in panchayats provides a formal architecture, but many elected women panch and sarpanch may remain proxies for male family members ('Sarpanchpati' syndrome). Creating claimed spaces — women's justice collectives, autonomous SHG federations, or adolescent girls' councils (Bal Sabhas) — could provide the practice ground for women's political agency that formal reservation alone does not guarantee.



APPLYING THIS INSIGHT TO HARYANA

Haryana can embed a GBV norm-change script into ASHA refresher training cycles as a conversation guide covering topics like: what constitutes violence (including forms women in Haryana may not recognise as illegal), what the 181 number does, how to refer a woman privately, and how to talk to adolescent girls about safety without triggering community backlash. This can be coupled with giving ASHA workers themselves extra protection from GBV risks to ensure their safety.

vaccination (CS 62). KMVS in Gujarat’s Kutch region used community radio in the Kutchi language, featuring women in non-traditional protagonist roles, to reach socially secluded women who could never attend physical meetings (CS 129). The SARTHI and SAKHI helplines in Ghaziabad proved that helplines for women are effective when they are structurally linked to physical rescue, FIR lodging, and medical services — not when they function as mere ‘talk lines’ (CS 59).

The Internet Saathi programme (CS 15) trained local women as “Saathis” who travelled on “internet carts” to neighbouring villages, reaching 13.5 million women across 13 states and generating a 7% increase in community respect for participating women. Similarly, Project Excel in Gujarat (CS 58) deployed “Soochna Sathis” (Information Friends) to help marginalised women navigate documentation requirements and register for government schemes, linking over 2,000 households to entitlements. The Santhe Kaushalkar platform in Karnataka (CS 60) deployed 1,700 Local Community Resource Persons to hand-hold rural artisans through digital onboarding, registering over 2,148 active products on the marketplace. What these cases share is a recognition that invisible power — the internalised belief that technology is “not for women” — cannot be overcome by providing devices or apps alone; it requires a trusted community figure who models digital capability and thereby disrupts normative assumptions at the household level.

Insight 5: The impact of interventions can be improved by harnessing both, visible and invisible power strategies.

The Beti Bachao Beti Padhao (BBBP) campaign in Haryana illustrates that sustainable change in deeply patriarchal contexts requires working on both, the ‘harder teeth’ of law enforcement (visible power) and the cultural reimagining of the girl child (invisible power) simultaneously.

The campaign combined strict enforcement of the Pre-Conception and Pre-Natal Diagnostic Techniques (PCPNDT) Act, using incentivised decoys to raid clinics practising illegal sex determination, with social sensitisation through practices like ‘Kuan Pujan’ (well-worship ceremonies for newborn girls, traditionally reserved for boys). The result was a rise in the state-wide sex ratio at birth from 876 in 2015 to 914 in 2017/18, with Kurukshetra district recording a remarkable 1,033 females per 1,000 males in November 2018 (CS 110). The global ‘What Works’ programme similarly concluded, after investing GBP 25 million across 15 countries, that one must simultaneously address the social structures and norms that allow the justification of violence by all members of society (CS 76). The Dilaasa model in Mumbai complemented this insight by demonstrating that mainstreaming domestic violence awareness across the entire public health system — training all hospital staff, from cleaners to surgeons, to identify victims — shifts the onus of identification from the victim to the institution, which is a transformation of institutional (hidden) power (CS 125).



APPLYING THIS INSIGHT TO HARYANA

Haryana can leverage frontline health workers — from Anganwadi workers tracking pregnancies to ANMs using ANMOL tablets to hospital registration staff — to identify the pattern of a coerced pregnancy decision, not just to report illegal sex determination. For example, an ANM who notices that a family's third or fourth pregnancy was followed immediately by termination, with no clinical documentation, can report this through a confidential reporting route to the District Health Officer, with protection for the ANM who raises the flag.

In Bolivia's mining regions (CS 117), a 21-day training programme equipped 90 women —many of them housewives with minimal formal education — to become community radio reporters; participants subsequently established the entirely women-managed "Voices from the South" radio channel, and several were elected as town councillors. In Gujarat's Kutch region (CS 129), KMVS produced radio serials in the Kutchi dialect that featured women in roles traditionally held by men, using street plays and "feedback postcards" to encourage participation; women from the collectives subsequently gained recognition as social leaders. Both cases addressed invisible power: the internalised belief among women that public speech is not their domain by starting with self-esteem building before moving to public participation.

6 GOVERNANCE, DATA AND POLICY

6.1 DOMAIN OVERVIEW

Globally, the UN Department of Social and Economic Affairs reports that only 26% of 121 countries have “comprehensive systems to track resource allocations for gender equality – unchanged since 2021”³⁶, although progress has been made through policy reforms: between 2019 and 2024, 99 positive legal reforms have been implemented to advance gender equality, including reforms pertaining to maternity leave, equal pay, and protection from domestic violence. In India, Gender-Responsive Budgeting (GRB) was formally introduced in Financial Year 2005–06, when the Ministry of Finance began publishing an annual Gender Budget Statement alongside the Union Budget. By 2025–26, the national gender budget stood at Rs 4.49 lakh crore, representing 8.86% of the total Union Budget³⁷. At the state level, most states have institutionalised gender budgeting in some form, though quality varies dramatically: Odisha, the pioneer since 2004, has a dedicated Department of Mission Shakti, while several states still lack functional Gender Budget Cells³⁸.

Haryana presents a mixed picture. While the state has made significant allocations for interventions that benefit women, such as Deen Dayal Lado Lakshmi Yojana (with an allocation of INR 5,000 crores in 2025-26)³⁹, Haryana does not yet produce an annual Gender Budget Statement presented as a standalone document alongside the state budget. However, the state recently announced that “all our forthcoming budgets (...) will be both gender-based and senior citizen oriented” entailing that “all departments will earmark a specific portion of their allocations for women”⁴⁰.

This section analyses 35 case studies that illuminate how governance architectures, data systems, and policy tools can shed light on the gendered dimensions of public action.

6.2 POWERCUBE ANALYSIS

Table 4 maps 35 case studies identified in this domain against the Powercube’s three dimensions. The concentration of cases in the Invited Space and Hidden Power categories is significant: it reveals that the governance domain is primarily a space that comprises of invited participation, but often participation is not accompanied by transformation of Hidden Power.

Case Study Title	Source	Powercube Space	Powercube Level	Form of Power Challenged	Key Innovation
CS 7: Using Gender Data to Strengthen Anti-Corruption Responses	UNODC (2025), pp. 29-31	Closed → Invited	National / Global	Hidden Power	Integrating GESI modules into corruption surveys to expose sextortion

³⁶ UN DESA. (2025). “Gender Equality”. <https://unstats.un.org/sdgs/report/2025/goal-05/>

³⁷ Ministry of Women and Child Development. (2025). “Key Highlights: Gender Budget Allocations in Union Budget of 2025-26”. <https://www.pib.gov.in/PressReleasePage.aspx?PRID=2098912®=3&lang=2>

³⁸ UN Women. (2024). “Gender Responsive Planning and Budgeting: State Journeys”. <https://asiapacific.unwomen.org/sites/default/files/2024-02/in-c639-annex-40-state-grb-journeys-compendium.pdf>

³⁹ Chief Minister’s Office Haryana. (2025). Press Release. <https://haryanacmooffice.gov.in/25-september-2025-0>

⁴⁰ Finance Department, Haryana. (2026). “Budget 2026-27 – Speech of Nayab Singh Chief Minister, as Finance Minister”. Government of Haryana. <https://cdnbbsr.s3waas.gov.in/s386e78499eeb33fb9cac16b7555b50767/uploads/2026/03/202603201031104005.pdf>

Case Study Title	Source	Powercube Space	Powercube Level	Form of Power Challenged	Key Innovation
CS 39: Need Assessment for Demand for Grants (Odisha)	Fiscal Policy Institute (2024)	Invited	National (State)	Hidden Power	Grounding budget allocation in assessed departmental needs rather than precedent
CS 40: Gender Data Hub (Kerala)	Fiscal Policy Institute (2024)	Invited → Claimed	National (State)	Hidden Power	Centralising sex-disaggregated data from multiple departments into one hub
CS 41: Gender Survey for Gap Identification (Andhra Pradesh)	Fiscal Policy Institute (2024)	Invited	National (State)	Hidden / Invisible	Using surveys to capture ground-level gaps before budget finalisation
CS 42: Online MIS for Gender Budget Tracking (Maharashtra)	Fiscal Policy Institute (2024)	Invited	National (State)	Hidden Power	BEAMS portal enabling real-time sex-disaggregated expenditure monitoring
CS 43: Dual Financial & Physical Achievement Reporting (Himachal Pradesh)	Fiscal Policy Institute (2024)	Invited	National (State)	Visible / Hidden	Mandating reporting of actual beneficiaries alongside financial allocations
CS 44: Gender Audit Toolkit & Ranking System (LPAI)	LPAI (2024), pp. 9-11	Invited	National	Visible / Hidden	Scoring index (0-1) that ranks land ports on gender mainstreaming
CS 45: Multi-Agency Gender Mainstreaming Capacity Building	LPAI (2024), pp. 21-22	Invited	National / Local	Hidden / Invisible	Cross-training BSF, Customs, Immigration on gender sensitivity simultaneously
CS 46: POSH Compliance at Transportation Hubs	LPAI (2024), pp. 18-21	Closed → Invited	National / Local	Visible / Hidden	Two-tier ICC system with central monitoring and external NGO members
CS 47: Dawki Model for Gender-Balanced Recruitment	LPAI (2024), pp. 19-20	Claimed / Created	Local	Hidden / Invisible	Targeted local women recruitment with shift-based scheduling (50% female workforce)
CS 48: Four-Pillar Gender-Responsive Infrastructure	LPAI (2024), pp. 13, 22-30	Invited	National	Invisible Power	Standardising lactation rooms, panic buttons, and baby-changing tables in all ports
CS 49: Last-Mile Connectivity & Security	LPAI (2024), pp. 12, 40-41, 49	Invited	Local	Visible (no safe transport)	Dedicated shuttle services, biometric access
CS 51: 30% Female Workforce Target & Leadership Fast-Tracking	LPAI (2024), pp. 60-61	Invited	Local	Visible / Hidden	Explicit numerical targets with proactive outreach to local universities
CS 53: Institutionalising the GenSen Cell	LPAI (2024), pp. 72-73	Invited → Claimed	Local	Hidden / Invisible	Anonymous surveys and complaint boxes alongside ICC for daily discrimination
CS 68: Genpact WINGS & DEI Governance	Compiled from industry sources	Invited	National	Hidden Power	Annual scorecards linking gender diversity to leadership performance evaluation
CS 74: Gender Equality in National Legislation	OECD (2022), pp. 57, 156	Closed → Invited	National / Global	Visible Power	Legally mandating gender impact assessment for all development spending
CS 77: Basket Indicators for Flexible Monitoring (Netherlands)	OECD (2022), pp. 57, 156-159	Invited → Claimed	Global	Hidden Power	Allowing partners' own reporting systems while contributing to national framework
CS 78: Gender Navigator Digital Tool (GLZ)	OECD (2022), pp. 144-145	Invited	Global	Hidden Power	Digital dashboard creating peer-pressure between units via transparent reporting
CS 84: EU Gender Action Plan (GAP) III	OECD (2022), pp. 30, 42	Invited	Global	Visible / Hidden	Mandating gender focal points across all EU external missions

Case Study Title	Source	Powercube Space	Powercube Level	Form of Power Challenged	Key Innovation
CS 92: Canada's Gender Results Framework	OECD (2023), pp. 21, 48	Invited	National	Visible / Hidden	Six-pillar framework directly linked to annual federal budget decisions
CS 93: Sweden's Gender Equality Agency	OECD (2023), pp. 27, 49	Invited	National	Hidden Power	Dedicated agency providing technical audits rather than just regulation
CS 94: Finland's Gender Glasses in Use	OECD (2023), pp. 30-31	Invited	National	Invisible Power	Mandatory online gender training (eOppiva) for all central government personnel
CS 95: Australia's Women's Budget Statement	OECD (2023), pp. 16, 48	Invited	National	Visible Power	National budget statement subjecting key measures to gender impact assessment
CS 100: Ireland's Performance-Based Equality Budgeting	OECD (2023), pp. 73, 81	Invited → Claimed	National	Hidden Power	Embedding gender targets in mandatory Public Service Performance Report
CS 101: Belgium's Gender-Sensitive Procurement	OECD (2023), pp. 77, 81	Invited	National	Hidden Power	Procurement checklist mandating gender needs assessment in all state tenders
CS 103: Mexico's Gender-Tagged Expenditure Annex	OECD (2023), pp. 93, 115	Invited	National	Visible / Hidden	Legal protection against diversion of tagged gender funds during fiscal stress
CS 102: Canada's GBA Plus Infrastructure	OECD (2023), pp. 88, 93	Invited	National	Hidden (gender-blind infrastructure)	Mandatory gender impact assessment
CS 104: Iceland's Mandatory Equal Pay Certification	OECD (2023), pp. 140, 143	Closed → Invited	National	Visible Power	Daily fines (~EUR 400) for companies failing gender-neutral pay audits
CS 105: Colombia's Quota Law with Sanctions	OECD (2023), pp. 137, 143	Invited	National	Visible Power	Personal suspension for officials making non-complying appointments
CS 108: Israel's Digital Gender Equality Index	OECD (2023), pp. 44, 123	Invited	National	Hidden Power	Interactive dashboard with recruitment quota cuts for non-compliant ministries
CS 109: France's Equality Barometer for the Judiciary	OECD (2023), pp. 161-164	Invited	National	Hidden / Invisible	Identifying exact career "clog points" causing female judicial attrition
CS 119: Training for Gender Focal Points (ESCWA)	UN Women (2016), pp. 190-217	Invited	Global	Invisible Power	Sector-specific 24-hour worksheet making invisible care work visible in data
CS 133: Gender-Responsive Governance Training (Sakhi, Kerala)	Compiled from CSO documentation	Claimed / Created	Local	Invisible Power	EWRs from BPL families using gender budgeting tools to fund non-traditional projects
CS 137: Engendering Institutional Workspaces (PRIA)	Compiled from CSO documentation	Claimed / Created	Local / National	Invisible Power	Zero-tolerance zone, paternity leave, and child-support zones in NGO workplaces
CS 149: Independent Gender Equality Institutions (Rwanda / Zimbabwe)	Compiled from constitutional sources	Closed → Invited	National	Visible Power	Constitutional independence with power to investigate, prosecute, and report to parliament

Table 4: Case studies in the governance, data and policy domain.

Table Notes: CS = Case Study. Powercube categorisations are the Author's own, based on the descriptions of case studies (Annex 1). Where a case study shows movement from one space to another (e.g., Invited → Claimed), this indicates that the intervention began as a top-down invitation but was subsequently appropriated by participants.

Insight 1: Gender-sensitive data collection can support the transformation of hidden power.

Across the analysed case studies, the most transformative interventions are not those that increase budgets but those that change what is counted and by whom.

CS 7 demonstrates that integrating Gender Equality and Social Inclusion modules into national corruption surveys made “sextortion” visible for the first time as an empirical phenomenon, not merely an anecdotal claim.

Similarly, CS 40 shows how Kerala’s Gender Data Hub, by consolidating fragmented departmental data into a single repository transformed scattered statistics into a policy instrument. CS 108 illustrates the same principle digitally: Israel’s Gender Equality Index dashboard made ministerial performance on gender parity visible in real-time, enabling “recruitment quota cuts” for non-compliant offices. In each case, the act of data collection itself shifted power: from those who benefited from statistical invisibility to those whose experiences were finally rendered legitimate.



APPLYING THIS INSIGHT TO HARYANA

Haryana lacks a consolidated gender data hub. Establishing one—linked to the Parivar Pehchan Patra (Family ID) system and the Antyodaya Saral portal—would allow district-level tracking of gendered outcomes across schemes enabling evidence-informed policy.

Insight 2: Gender budgets are strengthened when supplemented by information on the reach of gender interventions.

A recurrent finding across the Indian state-level case studies is that gender budgets can be strengthened by tracking actual beneficial reach in addition to reporting on financial allocations.

CS 43 reveals that Himachal Pradesh’s innovation of a dual “Financial and Physical” reporting format — requiring every rupee allocated to be matched with a count of women actually served — represents a shift from input-based to outcome-based accountability. CS 42 describes how Maharashtra’s BEAMS portal enables real-time comparison between gender-budget spending and physical outputs at the district level. Internationally, CS 100 shows Ireland’s integration of equality targets into the Public Service Performance Report, ensuring gender goals are not siloed in a separate document but embedded in the primary accountability instrument.



APPLYING THIS INSIGHT TO HARYANA

Haryana can initiate publishing gender budget statements that track allocations and expenditure in gender schemes. The statement can also include reach or coverage for each scheme. This can also be integrated in the states annual Output Outcome Monitoring Framework to embed it within the state’s primary instrument for outcome monitoring.

Insight 3: The sustainability of gender mainstreaming depends on the institutional architecture established for gender governance.



APPLYING THIS INSIGHT TO HARYANA

Haryana can establish a Haryana Gender Mainstreaming Unit housed within the Planning

The longevity and depth of gender governance varies depending on whether the institutional home is a temporary project, a department, or a legally constituted independent body.

CS 93 describes Sweden’s 2018 creation of a dedicated Gender Equality Agency whose mandate is to coordinate, support, and technically audit gender mainstreaming across all government bodies — not merely regulate. CS 149 documents how Rwanda and Zimbabwe enshrined independent Gender Commissions in their constitutions, granting them powers to investigate state actors, recommend prosecution, and report directly to parliament. At the other end, CS 84 shows the EU’s GAP III mandating trained gender focal points in every external mission, while CS 74 details how the UK and US legislated gender impact assessment into their development spending laws.

Department or the state’s research institute Swarna Jayanti Haryana Institute for Fiscal Management (SJHIFM) with a specific mandate:

- Conduct gender audits of department budgets before they go to the Finance Department for approval.
- Conduct gender impact assessments of schemes implemented for gender equality.
- Certify district-level gender action plans as technically adequate before funding is released.

Insight 4: Public dashboards hold the potential to foster competitive compliance for gender equality.

Several case studies demonstrate that transparency through digital tools generates a form of competitive accountability that top-down circulars struggle to produce.

CS 78 describes GIZ’s “Gender Navigator,” which publishes gender performance data of all departments internally, creating what the case calls a “peer pressure effect” between units. CS 108 shows Israel’s Civil Service Commission using an interactive dashboard to publicly rank every ministry’s gender performance, imposing “recruitment quota cuts” on laggards. In India, CS 42 describes Maharashtra’s BEAMS portal providing “transparent, detailed insights into how funds are allocated and utilized at the district level.”



APPLYING THIS INSIGHT TO HARYANA

Haryana’s SDG monitoring portal can be expanded to include a Gender Parity Dashboard that ranks the state’s districts on key SDG 5 indicators as well as supplemental indicators such as gender-budget utilization rates. These rankings can be published quarterly and intimated to all districts to leverage cooperative competition.

Insight 5: Multi-agency collaboration and coordination can support the effective translation of policy to practice.

Gender policy typically originates in a single nodal department (usually Women and Child Development)



APPLYING THIS INSIGHT TO HARYANA

A quarterly Gender Convergence Forum chaired

but must be implemented across agriculture, transport, finance, and police. Case studies reveal that where multi-agency coordination is deliberately built, outcomes improve dramatically.

CS 45 describes workshops that simultaneously trained BSF, Customs, Immigration, and Health officials on gender-sensitive port operations — a notable instance of horizontal coordination across security agencies. CS 46 established a “two-tier” POSH system with port-level Internal Complaints Committees monitored by a central HQ command, ensuring complaints could not be locally suppressed. CS 39 reveals that Odisha’s success in gender budgeting is partly attributable to its “Need Assessment” process that requires inter-departmental review before allocations are finalised, institutionalising coordination.

Insight 6: Establishing gender-responsive infrastructure during the design phase is crucial to support gender inclusion in the workplace.

Multiple case studies demonstrate that infrastructure becomes genuinely inclusive when gender analysis is built into the planning phase itself, not added as an afterthought.

The LPAI Four-Pillar Approach (CS 48) mandated that all new land ports include separate washrooms with female staff, sanitary pad dispensers, and lactation rooms, recognising that the absence of these facilities had been a “constraining factor” on women’s mobility. Canada’s Gender-Based Analysis Plus (GBA Plus) framework (CS 102) requires every infrastructure project to undergo a gender impact assessment *before* approval, ensuring investments actively reduce rather than reinforce inequalities. The Last-Mile Connectivity initiative (CS 49) addressed the specific challenge of women working in remote port areas by establishing dedicated shuttle bus services and mobile network boosters. These cases collectively argue against the assumption that “gender-neutral” infrastructure design serves everyone equally; instead, intentional analysis at the design stage is required.

by the Chief Secretary convening key departments concerned with gender, such as the Department of Women and Child Development, SEWA, Department of Health and Family Welfare, School Education Department, Department of Higher Education, Youth Empowerment and Entrepreneurship Department, and the Department of Home, Jails, Criminal Investigation and Administration of Justice Department.

The Forum’s standing agenda would be to review district-level gender indicators and coordinate cross-departmental interventions, anchored to the Viksit Haryana 2047 framework.



APPLYING THIS INSIGHT TO HARYANA

A **Haryana Gender Infrastructure Minimum Standards** notification can attach mandatory physical specifications to all new industrial and commercial facility approvals above a defined threshold such as separate, adequately staffed, and safely located washrooms for women workers, enclosed lactation rooms in facilities, creche facilities in industrial estates, and lighting specifications for women workers' entry and exit routes.

The LPAI model's critical design feature is that these become approval conditions, not advisory standards — a facility that does not meet them does not receive its completion certificate. This shifts the compliance burden from the labour inspector after the fact to the architect and developer at the design stage.

Insight 7: Civil Society plays a critical role in enabling the progression of claimed spaces by women.

While the majority of governance-domain case studies operate in “Invited” spaces (where the state sets the terms of participation), the most structurally transformative cases emerge from “Claimed/Created” spaces where civil society organisations have built independent accountability platforms.

CS 133 describes how Sakhi in Kerala trained Elected Women Representatives from Below Poverty Line families to use gender budgeting tools, enabling them to redirect the Women’s Component Plan toward non-traditional projects such as women-led bus cooperatives. CS 137 shows PRIA in Delhi creating an “Institutional Gender Audit” framework that other civil society organisations could replicate to engender their own workplaces, demonstrating that the governance challenge extends beyond the state to all institutions. CS 77 illustrates the Netherlands’ “basket indicator” system that respects partner autonomy by allowing CSOs to report in their own formats while feeding into a national results framework.



APPLYING THIS INSIGHT TO HARYANA

Granular gender knowledge that is collected by CSOs does not enter the official record. By drawing on Netherlands’ example, the state can establish a Haryana Civil Society Gender Data Consortium that is convened independently, perhaps anchored by a university gender studies centre or a state-level CSO federation. This consortium can establish a shared minimum data framework that participating organisations can report against, and aggregate findings into an annual gender status report.

7 LEADERSHIP AND WORKFORCE IN THE PRIVATE SECTOR

7.1 DOMAIN OVERVIEW

Women's leadership and workforce participation remain constrained across the private sector. Globally, only 3 in 10 managerial positions are held by women⁴¹, despite the fact that “women in decision-making positions outperform their peers, achieve stronger governance, and more innovation and resilient growth”⁴². The *Women in the Workplace 2025*⁴³ report documents that for every 100 men promoted to manager, only 93 women advance; a “broken rung” that has persisted for eleven consecutive years. India has established policies mandating the representation of women in leadership positions: The Companies Act of 2013 requires companies meeting certain thresholds to have at least one woman director on its board, while the top 500 companies (by market capitalization) are required to have at least one independent woman director. However, women in India primarily work in the informal sector, where access to social or labour protection is limited. Even in the formal sector, women have limited access to leadership, with women holding only 5% of CEO positions in listed companies, while gender pay gap at leadership levels persist⁴⁴.

Haryana has notable policies to promote women's inclusion in the workforce, including the Haryana Enterprises and Employment Policy (HEEP) 2020 and 2025 that, among other provisions, includes provisions for workers' hostels and dormitories – which enables women workers to access affordable housing, while the Make in Haryana Industrial Policy 2025 has incentives for the employment of women⁴⁵. However, technological advancements, such as AI, can potentially affect women's participation in the workforce: “In Haryana's tech-heavy corporate sector, the rapid adoption of AI could lead to a contraction in the very roles that facilitate female workforce entry, necessitating a shift in the state's skill development policies toward STEM and high-value technical education for women”⁴⁶.

This section examines 30 case studies to identify successful strategies that support tangible improvements in women's access to leadership and decision-making in the private sector.

7.2 POWERCUBE ANALYSIS

Table 5 lists the 30 case studies that have been identified to pertain to this domain, mapped as per the Powercube framework's analytical lens. The Powercube framework reveals that the barriers in this

⁴¹ ILO. (2025). Women in business and management: Building on the legacy of the Beijing Declaration.

<https://www.ilo.org/publications/women-business-and-management-building-legacy-beijing-declaration>

⁴² ILO. (n.d.). Women in leadership roles. <https://www.ilo.org/bureau-employers-activities/areas-work/women-business-and-management/women-leadership-roles>

⁴³ McKinsey. (2025). Women in the Workplace 2025. <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/women-in-the-workplace>

⁴⁴ BusinessWorld. (2026). Women Hold Only 5% Of CEO Roles In India's Listed Firms: Report.

<https://www.businessworld.in/article/women-hold-only-5-of-ceo-roles-in-india-s-listed-firms-report-596567>

⁴⁵ Department of Industries and Commerce, Government of Haryana. Make in Haryana Industrial Policy 2025. <https://investharyana.in/content/pdfs/Make%20in%20Haryana%20Industrial%20Policy%202025%20-%2015.09.2025.pdf>

⁴⁶ Kumar, S. (2026). Women's Participation in Corporate Houses of Haryana State; A Critical and Legal Study in Present Scenario". International Journal of Information Movement. Vol 10, Issue X. ISSN: 2456-0553

domain are predominantly hidden (who gets sponsored, who sets the agenda for promotions, whose performance is evaluated against “potential” rather than achievement) and invisible (internalised norms about which roles are “appropriate” for women, or the “motherhood penalty”).

Case Study Title	Source	Powercube Space	Powercube Level	Form of Power Challenged	Key Innovation
CS 1: Women’s Professional Development (PCCP)	UNODC (2025), pp. 11-13	Invited	Global	Hidden (glass ceiling in law enforcement)	Virtual leadership + customs journal publishing
CS 6: EmpowerHER (Pakistan)	UNODC (2025), pp. 25-27	Invited	National	Hidden (< 2% women in security)	Personalised coaching for female officers
CS 14: ICICI Bank Gender Neutrality	Deloitte & UN GCNI (2018), pp. 137-176	Invited	National	Invisible (maternity penalty)	iWork@Home, Travel Accompaniment Policy
CS 22: PRADAN’s Development Apprenticeship	FAO (2022)	Claimed/Created	Local	Invisible (lack of empathy in staff)	Year-long village gender immersion
CS 28: PRADAN Staff Support & Gender Parity	FAO (2022), pp. 40-43	Claimed/Created	Local/National	Hidden (family pressure on women staff)	Women’s Caucus, family outreach
CS 47: Dawki Gender-Balanced Recruitment	LPAI (2024), pp. 19-20, 22	Invited	Local	Visible (male-only recruitment)	50% women workforce, female shift
CS 51: 30% Gender Parity Targets (LPAI)	LPAI (2024), pp. 60-61, 65	Invited	National	Visible (4% female representation)	Explicit recruitment targets
CS 64: JCB All-Women Manufacturing	NITI Aayog & CII (2025), pp. 50, 54, 58	Claimed/Created	Local	Invisible (women can’t do heavy work)	AR/VR training, 52% women at plant
CS 65: TCS Rebegin & iExcel	NITI Aayog & CII (2025), pp. 50, 54	Invited	National	Hidden (leaky pipeline)	Structured re-entry + leadership track
CS 66: Taj Hotels Diva & Hirkani Kaksh	NITI Aayog & CII (2025), pp. 22, 54, 56	Claimed/Created	Local	Invisible (rural girls excluded from hospitality)	Stipend training + lactation rooms
CS 67: Capgemini Captivate Returnship	NITI Aayog & CII (2025), pp. 4, 10	Invited	National	Hidden (contract-only re-entry)	5,000+ permanent hires for returnees
CS 68: Genpact WINGS & DEI Scorecards	NITI Aayog & CII (2025), pp. 34, 50, 60	Invited	National	Hidden (DEI as HR silo)	30,000-member network, 50% women board
CS 69: HUL Project Shakti & Ahilya	NITI Aayog & CII (2025), pp. 54, 56	Claimed/Created	Local/National	Hidden (women excluded from supply chains)	200,000 rural women entrepreneurs
CS 70: CGI Career Relaunch & W2RT	NITI Aayog & CII (2025), pp. 50, 51	Invited	National	Hidden (skills obsolescence)	NASSCOM partnership for tech reskilling
CS 71: GAIL Sashakt & Bharosa	NITI Aayog & CII (2025), pp. 58, 59	Invited	Local	Visible (no integrated safety+livelihood)	24/7 OSC + entrepreneurship coaching
CS 72: EY Future Leader in You (FLY)	NITI Aayog & CII (2025), pp. 34, 39	Invited	National	Hidden (mentorship without advocacy)	77% of participants promoted to leadership
CS 73: HDFC Bank CAP	NITI Aayog & CII (2025), p. 39	Invited	National	Hidden (women excluded from strategy)	Direct forum with top management
CS 78: GIZ Gender Navigator	OECD (2022), pp. 144-145	Invited	Global	Hidden (diffused accountability)	Digital chatbot + Gender Award

CS 86: UK WOW Programme	OECD (2022), p. 109	Invited	Global	Hidden (invisible supply chain barriers)	Data partnerships with corporations
CS 104: Iceland Equal Pay Certification	OECD (2023), pp. 140, 143	Closed→Invited	National	Visible (gender pay gap)	Mandatory audits with daily fines
CS 105: Colombia Quota Law with Sanctions	OECD (2023), pp. 137, 143	Closed→Invited	National	Visible (male-dominated leadership)	Personal penalties for non-compliance
CS 107: NZ Flexible-Work-by-Default	OECD (2023), pp. 133, 143	Invited	National	Hidden (flexibility as exception)	Default flexibility with trade union buy-in
CS 137: PRIA Engendering Workspaces	UNDP (2008), pp. 101-107	Claimed/Created	Local	Invisible (workplace gender blindness)	Zero-tolerance + paternity leave
CS 140: UDAY-PRIDE Automotive (India)	UNIDO (2025), pp. 108-119	Invited	National	Invisible (women can't do manufacturing)	1,600 women trained, 5% efficiency rise
CS 153: National Creche Standards	MWCD, pp. 6-9	Invited	National	Visible (no standardised childcare)	CCTV, staffing ratios, ECCD integration
CS 154: Dismantling the Broken Rung	McKinsey & LeanIn (2025), pp. 17, 26-28	Invited	Global	Hidden (promotion based on potential)	Anonymised resumes, 1-5 scoring
CS 155: Manager Time-Allocation Reform	McKinsey & LeanIn (2025), pp. 32-35	Invited	Global	Hidden (managers too busy for coaching)	15% KPIs tied to staff development
CS 156: Formalized Sponsorship	McKinsey & LeanIn (2025), pp. 36-38, 46	Invited	Global	Hidden (sponsorship gap: 31% vs 45%)	Formal matching across difference
CS 157: AI for Fair Performance Management	McKinsey & LeanIn (2025), pp. 30-31	Invited	Global	Hidden (algorithmic bias)	Gender-neutral language scanning
CS 158: Strategic ERGs	McKinsey & LeanIn (2025), pp. 44-45	Claimed/Created	National/Global	Invisible (isolation at work)	98% report positive career change

Table 5: Case studies in the leadership and workforce in the private sector domain.

Table Notes: CS = Case Study. Powercube categorisations are the Author's own, based on the descriptions of case studies (Annex 1). Where a case study shows movement from one space to another (e.g., Invited → Claimed), this indicates that the intervention began as a top-down invitation but was subsequently appropriated by participants.

Insight 1: Objective criteria and transparent processes for promotions can reduce social biases that work against women in the workforce.

A cross-cutting finding is that the critical point of gender attrition occurs not at the C-suite level but at the first promotion to management.

CS 154 documents that for every 100 men promoted to manager, only 93 women advance. This “broken rung” is corroborated by CS 65 (TCS), which identifies that women often exit the tech workforce at mid-career levels, and CS 67 which reports that women are 1.3 times more likely than men to leave at the entry level



APPLYING THIS INSIGHT TO HARYANA

The Haryana Labour Department's existing factory inspection and compliance framework can be extended to include a gender promotion audit as a mandatory component of annual labour inspections for establishments that meet a defined threshold. Specifically, inspectors can verify:

The pattern suggests that hidden power operates at the junior-to-middle management transition, where subjective criteria like “perceived potential” advantage men. CS 154’s finding that biased performance review comments dropped from 14% to 1% when clear evaluation criteria and training were applied demonstrates that the broken rung is fixable through structured processes. Similarly, CS 72 reported that 77% of programme participants moved into leadership roles when paired with external sponsors.

Insight 2: The success of return-to-work programmes can be improved by offering permanent positions.

A consistent pattern across case studies is that return-to-work programmes achieve lasting impact when they offer permanent roles with career-growth pathways, rather than temporary internships or project-based assignments.

CS 67 hired over 5,000 women returnees directly into permanent roles over five years, supplemented by sabbatical policies and remote work from the third trimester. CS 65 paired re-entry with the “iExcel” leadership track, ensuring returnees had an upward trajectory. CS 70 combined skill reactivation with the “Unnati” leadership programme and NASSCOM partnership for tech reskilling. The contrast is with programmes that offer only temporary re-engagement, which leave women in a precarious employment status that reproduces the very insecurity that caused their exit.

Insight 3: Sponsorship (instead of mentorship) can significantly close the gender leadership gap.

Several case studies converge on a crucial distinction: mentorship provides advice, but sponsorship provides opportunity.

- The male-to-female ratio at line worker level versus first supervisory level, flagging establishments where the ratio diverges by more than a defined threshold without documented justification.
- Whether the establishment has written, communicated promotion criteria for first-level supervisory roles, or whether advancement is entirely at managerial discretion.



APPLYING THIS INSIGHT TO HARYANA

A Woman’s Re-Entry Compact can be established wherein participating companies make three specific commitments:

- Companies committing to the Compact agree that returnee programmes result in permanent employment offers within a defined assessment period.
- Companies define, at the time of hiring, the specific first-promotion milestone a returnee is working toward, replicating the iExcel model, with a timeline and structured support.
- Returnees are provided with a state-subsidised, industry-recognised reskilling certification that bridges the skill gap without requiring them to complete a full degree programme.



APPLYING THIS INSIGHT TO HARYANA

The Haryana chapter of CII’s Women’s Network can facilitate a Cross-Company Women’s Sponsorship Exchange wherein senior women managers from large companies are paired as

CS 156 documents that employees with sponsors are promoted at nearly twice the rate of those without, yet women are significantly less likely to have a sponsor (31% vs. 45% for men), because leaders naturally sponsor people similar to themselves. CS 72 operationalised this distinction by pairing senior women with external sponsors who advocated for their growth, resulting in 77% of participants moving to leadership. CS 73 created a direct forum where women leaders could articulate their aspirations to top management. CS 1 built professional credibility through the specific mechanism of encouraging women to publish in the World Customs Journal, creating tangible evidence of competence. The implication is that hidden power - the informal networks through which sponsorship flows - must be formalised to be equitable.

sponsors with women at first-supervisory transition level in different companies, creating exactly an external sponsor relationship. The sponsor's role is to provide practical support, such as providing a named reference, flag opportunities, speak to potential employers, and to advocate in the industry association networks where hiring and promotion decisions are informally shaped.

Insight 4: Gender-sensitive infrastructure is necessary to encourage and retain women in the workforce.

The case studies collectively reframe childcare and care infrastructure as a prerequisite for workforce participation, not a supplementary benefit.

CS 153 establishes standardised protocols such as CCTV-monitored facilities, staffing ratios of one supervisor per 20–25 children, mandatory health monitoring, and explicitly links crèche provision to the Maternity Benefit (Amendment) Act 2017 and the Factories Act 1948. CS 66 mandated private nursing rooms and 7-month extended maternity leave at every property, and CS 14 provides crèche support across 90 cities with over 2,500 employees utilising the facility. CS 107 demonstrates that normalising flexibility prevents the career penalty associated with requesting accommodations.

Further, case studies show that women in manufacturing roles match or exceed male productivity when provided with appropriate training and infrastructure. CS 64 achieved 52% female representation at its Vadodara plant, with women performing demanding roles including heavy welding and machinery operation, through a 16-week training programme and AR/VR training school. CS 140 trained over 1,600 women in automotive component manufacturing, raising female representation in some firms from 5% to 50% and generating a 5% efficiency increase. CS 47 achieved 50% women in total workforce through targeted local recruitment and the introduction of a 7:00 am to 3:00 pm “female shift”. The common thread is that the barrier is not women’s capability but the absence of enabling



APPLYING THIS INSIGHT TO HARYANA

Haryana can notify a Creche Infrastructure Standards Notification that converts the states Creche Policy into specific and verifiable conditions, such as:

- Minimum floor area per child.
- Mandatory CCTV coverage of all child areas with footage retention requirements.
- Named staffing ratio as a licence condition.
- Physical separation between sleeping, feeding, and play areas as a design specification.

infrastructure (separate locker rooms, safe transport, shift flexibility, creches) and active recruitment strategies.

Insight 5: Quotas with sanctions promote accountability rather than aspiration.

The distinction between aspirational targets and enforceable mandates emerges as a critical factor in determining whether gender parity initiatives produce structural change.

CS 104 requires all entities with 25+ employees to prove gender-neutral pay systems through independent audits, with a daily fine of approximately €400 for non-compliance. CS 105 goes further, imposing a 30-day suspension from office on appointing officers who fail to meet the 30% female representation mandate, resulting in Colombia exceeding its target at 41% by 2020. CS 51 demonstrates that even modest targets, when backed by monitoring through gender audit rankings, can encourage institutions to meet minimum requirements. CS 68 shows the private-sector equivalent: embedding diversity metrics in annual performance scorecards moved gender diversity from 36% to 42% in four years.



APPLYING THIS INSIGHT TO HARYANA

For establishments above a defined threshold in Haryana's industrial belt, a Haryana Gender Pay Transparency Notification can require annual submission of gender-disaggregated pay data by grade to the Labour Department, with public disclosure of the aggregate gender pay ratio for each establishment.

Establishments whose gender pay ratios are outliers face reputational and investor pressure that functions as a market-based enforcement mechanism. This is particularly relevant for Gurugram's large multinational employers, who face global ESG scrutiny.

8 MALE ENGAGEMENT AND SOCIAL TRANSFORMATION

8.1 DOMAIN OVERVIEW

Male engagement and social transformation represent what the Powercube framework identifies as the most difficult dimension of gender inequality to address: invisible power: the internalised norms, beliefs, and psychological dispositions that make domination appear natural and subordination feel inevitable. Globally, the scale of this challenge is immense: the Gender Social Norms Index reveals “10 years of stagnation in gender biases”, with 90% of men and 87% of women holding biases against women across the dimensions of politics, education, economics, and physical integrity⁴⁷. In India, the National Family Health Survey found that 45% of women and 44% of men agreed that a husband is justified in beating his wife under certain circumstances⁴⁸, revealing the prevalence and persistence of invisible power that prevents progress towards gender equality.

Haryana also reflects these internalised norms as revealed by regional disparities in women’s empowerment: the share of women who justified intimate partner violence increased in districts proximate to New Delhi (such as Faridabad, Gurugram, Karnal), while the reverse is true in the remaining districts (such as Bhiwani, Charkhi Dadri, Fatehabad)⁴⁹. Haryana has also had one of the lowest sex ratios at birth in the country, although this trend is being addressed actively by the state – Haryana’s sex ratio at birth has improved from 2024 to 2025 to 923 females per 1,000 males (a rise in 13 points)⁵⁰.

The following section examines 16 case studies that demonstrate that invisible power can be made visible and subsequently challenged through interventions that create safe spaces for men to interrogate the masculinities they have inherited, and to collectively construct more equitable alternatives.

8.2 POWERCUBE ANALYSIS

Table 6 maps 16 case studies within this domain against the three dimensions of the Powercube framework: the space in which the intervention operates, the level at which it functions, and the primary form of power it challenges.

⁴⁷ UNDP. (2023). Biased Gender Social Norms are blocking the Path to Gender Equality. <https://hdr.undp.org/decade-stagnation#:~:text=GSNI%20reveals%20that%2087%25%20of,men%20harbour%20biases%20against%20women&text=Note:%20Based%20on%20XX%20countries,percent%20of%20the%20global%20population.&text=Almost%20half%20of%20the%20people,representation%20and%20recognition%2C%20among%20others>.

⁴⁸ National Family Health Survey (NFHS-5) 2019-21. International Institute for Population Sciences; Ministry of Health and Family Welfare.

⁴⁹ Jha, M., & Singh, J. (2026). Prosperity Without Parity: Economic Growth and Women Empowerment in Haryana. <https://www.theindiaforum.in/public-policy/prosperity-without-parity-economic-growth-and-women-empowerment-haryana>

⁵⁰ The Hindu. (2026). Haryana's sex ratio rises to 923 in 2025, highest in five years. <https://www.thehindu.com/news/national/haryana/haryanas-sex-ratio-rises-to-923-in-2025-highest-in-five-years/article70463868.ece>

Case Study Title	Source	Powercube Space	Powercube Level	Form of Power Challenged	Key Innovation
CS 29: Yaari Dosti	UNESCO & ICRW (2024), pp. 36–41	Claimed/Created	Local	Invisible	All-male safe spaces adapted from global Program H to Indian context; peer-led norm questioning
CS 30: Do Kadam Barabari Ki Ore	UNESCO & ICRW (2024), pp. 41–49	Invited	Local/National	Invisible + Visible	Cricket as entry point for gender-transformative life-skills; bystander intervention training via NYKS
CS 31: Prachar	UNESCO & ICRW (2024), pp. 49–56	Invited	Local	Invisible + Hidden	Gender-synchronised approach engaging both partners; mother-in-law counselling to shift household power
CS 32: Mardon Wali Baat	UNESCO & ICRW (2024), pp. 42, 57–63	Claimed/Created	Local	Invisible	Intersectional lens (caste, class, sexuality); reframing masculinity as expression-centred
CS 33: Taaron Ki Toli	UNESCO & ICRW (2024), pp. 44, 66–74	Invited	Local/National	Invisible + Visible	RCT-validated school curriculum (Haryana); adopted by Odisha and Punjab state governments
CS 34: Action for Equality (AfE)	UNESCO & ICRW (2024), pp. 141–146	Claimed/Created	Local	Invisible	Three-tiered boy engagement (Foundation→Action→Leadership); 50% family-level norm change
CS 35: Responsible Partners & Caring Fathers	UNESCO & ICRW (2024), pp. 147–152	Claimed/Created	Local	Invisible	Male caregiving and fatherhood reframed; social mapping for community-specific fatherhood needs
CS 36: Dekh Rekhi & Hamari Shaadi Hamare Sapne	UNESCO & ICRW (2024), pp. 153–158	Invited	Local	Invisible + Hidden	Behavioural nudge design for male health engagement; gamification of spousal communication
CS 37: GEMS for Boys	UNESCO & ICRW (2024), pp. 159–167	Invited	Local/National	Invisible + Visible	State MoU with Rajasthan; integrated into SCERT teacher training; digital MIS for monitoring
CS 38: Gender Lab Boys Program	UNESCO & ICRW (2024), pp. 168–172	Claimed/Created	Local	Invisible	Workshops for fathers alongside boys; Community Action Projects led by adolescent boys
CS 24: PRADAN Gender & Leadership Training	Petricis, H. et al. (2022), FAO, pp. 34–36	Claimed/Created	Local	Invisible	Experiential exercises (Weighing Balance, Kamal-Kamali) making invisible labour visible
CS 76: What Works to Prevent Violence	OECD (2022), DAC Guidance, p. 25	Closed→Invited	Global/National	Invisible + Hidden	GBP 25M evidence programme; root-cause analysis of male perpetration across 15 countries
CS 120: Portal for Gender Equality (PEGE)	UN Women (2016), pp. 56–60, 226–251	Invited	National	Invisible	Online gender-synchronised teacher training; 90-hour modular curriculum on paternity and violence
CS 121: Gender Transformative Programmes (EECA)	UN Women (2016), pp. 61–67, 252–281	Invited	National/Global	Invisible + Hidden	Patriarchy and the Power Walk exercise; Ecological Model training for UNFPA focal points

Case Study Title	Source	Powercube Space	Powercube Level	Form of Power Challenged	Key Innovation
CS 122: Aquatic Agricultural Systems (AAS)	UN Women (2016), pp. 68–74, 282–310	Invited	Local/Global	Invisible + Hidden	Gender Fishbowl activity; redesigning agricultural projects through transformative lens
CS 126: SK-VAW	UNDP (2008), pp. 17–22, 120	Claimed/Created	Local	Hidden + Invisible	Men-Engage coalition within women's justice collectives; Mahila Nyaya Samitis for village-level dispute resolution

Table 6: Case studies in the male engagement and social transformation domain.

Table Notes: CS = Case Study. Powercube categorisations are the Author's own, based on the descriptions of case studies (Annex 1). Where a case study shows movement from one space to another (e.g., Invited → Claimed), this indicates that the intervention began as a top-down invitation but was subsequently appropriated by participants.

Insight 1: Safe spaces for men to discuss masculinity can unlock invisible power.

A recurring finding across case studies is that invisible power — the internalised beliefs about what it means to be a “real man” — can be surfaced and interrogated within environments where men feel safe from social judgement.

Yaari Dosti (CS 29) explicitly created all-male peer groups in Mumbai and Gorakhpur, finding that single-sex settings enabled young men to discuss sexuality, violence, and emotional vulnerability without fear of ridicule. Mardon Wali Baat (CS 32) similarly employed residential training spaces for young men to deconstruct patriarchal masculinities through an intersectional lens that included caste and sexuality. The Gender Lab Boys Program (CS 38) took this further by creating parallel workshops for fathers alongside their sons, recognising that intergenerational transmission of harmful masculinity requires intergenerational intervention spaces.



APPLYING THIS INSIGHT TO HARYANA

The state's extensive network of akharas (traditional wrestling centres), which function as hypermasculine homosocial spaces, could be reimagined as sites for reflective dialogue. Partnering with respected coaches — who represent role models for young men — to co-facilitate masculinity reflection sessions would embed gender-transformative work within an existing cultural institution.

Insight 2: Sports is an effective instrument to address regressive social norms.

Multiple programmes leverage sport, specifically its capacity to channel male energy and its cultural legitimacy in patriarchal settings, as a vehicle for delivering gender-transformative content.

Do Kadam Barabari Ki Ore (CS 30) integrated one hour of life-skills education with one hour of cricket coaching per week, finding that younger adolescent boys showed the most significant shifts in attitudes toward violence



APPLYING THIS INSIGHT TO HARYANA

Haryana is among India's leading sporting states, particularly in wrestling, boxing, and kabaddi. The Department of Sports and Youth Affairs could integrate a mandatory “Gender Equity and Fair Play” module into the training curricula of Haryana's Sports Hostels and Khelo India centres, reaching thousands of young male

and masculinity, and that bystander intervention behaviours increased measurably among participants. GEMS for Boys (CS 37) in Rajasthan embedded its masculinity curriculum within the state's Samagra Shiksha Abhiyan infrastructure, achieving a formal MoU with the Rajasthan Department of Education — a notable example of a gender-transformative programme for boys achieving visible, institutional power through policy adoption. The What Works to Prevent Violence programme (CS 76) provided the global evidence base confirming that sport-based approaches can shift gender norms when combined with facilitated critical reflection. The common mechanism is that sport provides a non-threatening site for engagement that reduces male resistance to engaging with emotionally challenging content.

athletes annually through coaches who already command their respect.

Insight 3: Gender-synchronised approaches outperform single-sex norm change interventions.

While safe male spaces are necessary for initial norm questioning, the most durable changes occur when programmes adopt “gender-synchronised” approaches that engage both men and women, often simultaneously but in tailored ways.

Prachar (CS 31), across its 11-year implementation in Bihar, found that jointly engaging newly-wed couples and mothers-in-law produced the strongest results: women in intervention areas were nearly four times as likely to use contraception, and the average age of marriage increased by 2.6 years among exposed girls. Dekh Rekh and Hamari Shaadi Hamare Sapne (CS 36) used behavioural nudge design to facilitate spousal communication on child nutrition and family planning, recognising that hidden power — men's control over household finances and mobility — could not be addressed by working with either spouse alone. Taaron Ki Toli (CS 33) achieved its RCT-validated shifts in gender attitudes as it worked with both boys and girls in government schools, with a 2.5-year evaluation covering 14,000 adolescents in Haryana demonstrating that progressive attitudes persisted two years after the programme ended. This insight challenges the assumption that male engagement work is exclusively about working with men; rather, it requires coordinated, dual-track strategies that reshape the relational dynamics in which invisible power operates.



APPLYING THIS INSIGHT TO HARYANA

Haryana can implement a maternal health and family planning program delivered through the ASHA and ANM network. The program can involve three types of engagement: separate engagement with the young woman on her own reproductive health knowledge and aspirations, couple session facilitated by a trained ASHA that explicitly addresses the spousal communication dynamics, and a household session that includes the in-laws.

Insight 4: Intersectionality is required for transformative work with men.

Case studies reveal that “masculinity” is shaped by caste, class, migration status, age, and rural–urban location. Mardon Wali Baat (CS 32) made this explicit by intentionally addressing how caste hierarchies and sexuality intersect with gender norms, finding that



APPLYING THIS INSIGHT TO HARYANA

Male engagement programming in Haryana must be stratified by social location. A programme designed for men in Jhajjar will need different

administrative resistance to discussing caste was itself a manifestation of hidden power that had to be confronted before invisible power around masculinity could be addressed. PRADAN's Gender and Leadership Training (CS 24), while primarily targeting women, uncovered that the specific form of invisible power operating in Madhya Pradesh was not abstract "patriarchy" but a particular configuration in which women's rising economic contribution through agriculture was not matched by any corresponding increase in household decision-making authority. The Gender Transformative Programmes in EECA (CS 121) used the "Patriarchy and the Power Walk" exercise to visually demonstrate how privilege intersects with gender and other identities, finding that some participants initially favoured "gender-exploitative" messages in campaigns, revealing how deeply internalised their own biases were.

content, language, and facilitators than one targeting men in Palwal or Manesar. The state can conduct a Masculinities Mapping study to identify the distinct configurations of norms operating across Haryana's diverse caste, occupational, and regional sub-groups before scaling any intervention. The study can then inform the development of interventions that are tailored to the socio-economic contexts of target participants.

Insight 5: Anchoring interventions within government institutions supports the sustainability of the intervention.

Several case studies demonstrate that programmes that successfully anchor their work within government institutions or formal systems achieve durability, while those that remain purely in civil society spaces risk evaporating when funding ends.

Taaron Ki Toli (CS 33) is the exemplar: its curriculum has been adopted by the governments of Odisha and Punjab for integration into state school systems, transforming a civil-society innovation into visible, institutionalised power. GEMS for Boys (CS 37) achieved a formal MoU with the Rajasthan Department of Education and integration into the SCERT's teacher-training modules, ensuring that gender-transformative content reaches boys through a permanent system rather than a temporary project. Do Kadam (CS 30) leveraged the Nehru Yuva Kendra Sangathan (NYKS), an existing national youth infrastructure under the Ministry of Youth Affairs and Sports, to deliver its programme, demonstrating that government platforms can be repurposed for gender-transformative ends. In Powercube terms, these programmes have successfully moved from "claimed/created spaces" to "invited spaces" and, in some cases, have reshaped the "closed spaces" of government policymaking itself.



APPLYING THIS INSIGHT TO HARYANA

Haryana's District Institutes of Education and Training, which train all government school teachers, can incorporate a mandatory gender pedagogy module, developed with civil society technical support but owned and delivered by DIET faculty, into the standard teacher induction programme.

Insight 6: Reframing men's roles as allies rather than perpetrators or saviours can support a positive shift in social norms.

Interventions that engage men for gender equality share a common strategy: they reframe men not as the “problem to be solved” (perpetrators) nor as “heroes” (saviours of women), but as stakeholders with their own stake in dismantling patriarchy. Yaari Dosti (CS 29) found that viewing young men as allies rather than potential perpetrators was the key success factor in sustaining engagement. Action for Equality (CS 34) explicitly warned that engaging men positively should not mean making them “heroes for doing chores”;

rather, it required fostering a genuine understanding of how patriarchal privilege harms everyone, including men themselves through emotional restriction, health-risk behaviours, and social isolation. The Responsible Partners and Caring Fathers programme (CS 35) emphasised the personal benefits of gender equity for men, including better relationships with their children and improved family health outcomes, finding that this “self-interest” framing was more effective than moralistic appeals. SK-VAW (CS 126) embedded a Men-Engage coalition within an existing women’s justice collective, ensuring that male engagement remained accountable to and in service of women’s self-defined priorities.



APPLYING THIS INSIGHT TO HARYANA

Gender sentinel curriculum for boys and youth designed to frame them as allies can be integrated in schools and colleges.

The curriculum can be structured around an exploration of what boys themselves experience under rigid gender norms: the pressure to suppress emotion, the social cost of showing vulnerability, the violence boys face from other boys for deviating from masculine performance,

9 CONCLUSION

This meta-analysis of case studies, read through the Powercube framework, reveals that gender inequality is sustained by the interaction of visible, hidden, and invisible power operating across local, state, national, and global levels. Addressing any single dimension in isolation — whether through legislation, budgets, or awareness campaigns — is unlikely to produce transformative change. The evidence points instead to the need for coordinated, multi-dimensional strategies that open spaces for women's agency at every governance level while simultaneously challenging the norms that constrain that agency from within.

Six strategic priorities emerge from the cross-domain analysis.

The first priority is to institutionalise gender-transformative content within Haryana's education and training systems. The evidence from programmes such as Taaron Ki Toli (evaluated through a rigorous RCT in Haryana itself), GEMS for Boys, and Promundo's teacher training demonstrates that gender attitudes can be shifted at scale when curricula are embedded in state education infrastructure rather than delivered through time-bound projects.

The second priority is to complement Haryana's existing SHG ecosystem with systematic engagement on patriarchal norms. The state's 50,000+ SHGs under the Haryana State Rural Livelihoods Mission represent a powerful platform, but the evidence from PRADAN, MALAR, and the ASI collective action training consistently shows that economic collectivisation with deliberate norm-change work produces income gains with shifts in intra-household power dynamics.

The third priority is to build a gender data infrastructure that enables evidence-based policymaking. Haryana lacks a consolidated gender data hub. Establishing one, linked to the Parivar Pehchan Patra system and the Antyodaya Saral portal, and publishing a Gender Budget Statement with dual financial and physical reporting would transform scattered statistics into policy instruments and create the transparency that drives competitive compliance across districts.

The fourth priority is to shift the institutional response to gender-based violence from survivor-initiated to institution-initiated identification. The evidence from the Dilaasa hospital-based model, the LPAI's GenSen Cell, and Mexico's VR-based first responder training demonstrates that embedding GBV screening protocols within existing institutional touchpoints — health visits, port operations, police training — dramatically increases identification and support without requiring women to overcome the invisible power of shame and mistrust that suppresses self-reporting.

The fifth priority is to leverage Haryana's sports culture and youth infrastructure for male engagement. The state's extensive network of akharas, sports hostels, and Khelo India centres provides a ready-made infrastructure for delivering gender-transformative content to young men through coaches who already command their respect — an approach validated by Do Kadam Barabari Ki Ore and GEMS for Boys.

The sixth priority is to establish permanent institutional mechanisms for gender governance. The evidence from Sweden's Gender Equality Agency, Ireland's performance-based equality budgeting, and Iceland's mandatory equal pay certification demonstrates that sustainable gender mainstreaming requires a dedicated institutional home with a technical — not merely regulatory — mandate. A Haryana Gender Mainstreaming Unit with the authority to conduct gender audits of departmental budgets and certify district-level gender action plans, would provide this institutional anchor.

These priorities are not sequential but simultaneous: the Powercube framework insists that transformative change requires coordinated action across spaces, levels, and forms of power. Haryana's combination of economic dynamism, strong administrative capacity, existing women's institutional infrastructure, and a political commitment to gender-responsive budgeting positions the state to move from incremental gains to structural transformation.

10 REFERENCES

1. Economic Survey of Haryana 2025-26. Department of Economic and Statistical Affairs, Government of Haryana. (2026).
2. Haryana Budget Analysis 2025-26. PRS Legislative Research. (2026). https://prsindia.org/files/budget/budget_state/haryana/2025/Haryana_Budget_Analysis_2025-26.pdf
3. Economic Survey of Haryana 2025-26. Department of Economic and Statistical Affairs, Government of Haryana. (2026).
4. “National Family Health Survey (NFHS-5): 2019-21: Compendium of Fact Sheets”. Ministry of Health and Family Welfare, Government of India. https://mohfw.gov.in/sites/default/files/NFHS-5_Phase-II_0.pdf
5. “Annual Report: PLFS 2023-24”. Ministry of Statistics and Programme Implementation, National Sample Survey Office, Government of India. 2024. https://dge.gov.in/dge/sites/default/files/2024-10/Annual_Report_Periodic_Labour_Force_Survey_23_24.pdf
6. “Crime in India 2023”. National Crime Records Bureau, Ministry of Home Affairs, Government of India. 2025. <https://www.ncrb.gov.in/uploads/files/1CrimeinIndia2023PartI1.pdf>
7. “Decline in Sex Ratio”. Ministry of Health and Family Welfare, Government of India. (2025). https://sansad.in/getFile/loksabhaquestions/annex/186/AS83_a909Zd.pdf?source=pqals#:~:text=Regular%20review%20&%20assessment%20through%20various,Surrogacy%20Cells%20has%20been%20constituted.
8. Ministry of Panchayati Raj, Government of India. <https://panchayat.gov.in/en/document/50-reservation-for-women-in-pri-has-been-provided-as-per-the-haryana-panchayati-raj-second-amendment-act-2020/>
9. “Haryana: Pact signed to integrate gender curriculum in middle schools”. The Economic Times. 2024. Accessed on 17th March 2026. <https://education.economictimes.indiatimes.com/news/government-policies/haryana-pact-signed-to-integrate-gender-curriculum-in-middle-schools/111338284>
10. “Budget 2026-27”. Government of Haryana. (2026).
11. SDG India Index. NITI Aayog. Accessed on 17th March 2026. <https://sdgindiaindex.niti.gov.in/#/download>
12. Gaventa, J. (2006). ‘Finding the Spaces for Change: A Power Analysis.’ IDS Bulletin, 37(6), 23–33.
13. Gaventa, J. (2006). ‘Finding the Spaces for Change: A Power Analysis.’ IDS Bulletin, 37(6), 23–33.
14. Gaventa, J. (2006). ‘Finding the Spaces for Change: A Power Analysis.’ IDS Bulletin, 37(6), 23–33.
15. Gaventa, J. (2006). ‘Finding the Spaces for Change: A Power Analysis.’ IDS Bulletin, 37(6), 23–33.
16. Gaventa, J. (2006). ‘Finding the Spaces for Change: A Power Analysis.’ IDS Bulletin, 37(6), 23–33.
17. “Labor Force Participation Rate (% of population ages 15+) (modelled ILO estimate). (2025). The World Bank. <https://data.worldbank.org/indicator/SL.TLF.CACT.FE.ZS>

18. “Periodic Labour Force Survey (PLFS) – Annual Report (July, 2023 – June, 2024)”.
<https://www.pib.gov.in/PressReleasePage.aspx?PRID=2057970®=3&lang=2>
19. “Economic Survey 2024-25”. (2025). Ministry of Finance, Government of India.
<https://www.indiabudget.gov.in/budget2025-26/economicsurvey/index.php>
20. Bhushan, Ananta. (2024). How does labour force participation vary across Indian states?. Centre for Economic and Data Analysis, Ashoka University. <https://ceda.ashoka.edu.in/how-does-labour-force-participation-vary-across-indian-states/>
21. Nikore, N. (2019). “Building India’s Economy on the Backs of Women’s Unpaid Work: A Gendered Analysis of Time-Use Data”. Observer Research Foundation.
<https://www.orfonline.org/public/uploads/posts/pdf/20240614190804.pdf>
22. “Gender Based Violence Against Women and Girls”. (n.d.). UN OHCHR.
<https://www.ohchr.org/en/women/gender-based-violence-against-women-and-girls#:~:text=Gender%2Dbased%20violence%20against%20women%20and%20girls%20is%20one%20of,human%20rights%20standards%20in%20place.>
23. “Violence Against Women”. (2024). World Health Organisation. <https://www.who.int/news-room/fact-sheets/detail/violence-against-women>
24. Crime In India. (2025). National Crime Records Bureau.
25. Dave, V. (2018). *Implications of Declining Sex Ratio in Haryana in terms of Trafficking of Women for the Purpose of Marriage*. Research Journal of and Social Sciences. 2018; 9(2): 375-382. 10.5958/2321-5828.2018.00065.7
26. National Family Health Survey (NFHS-5) 2019-21 Haryana Report. International Institute for Population Sciences; Ministry of Health and Family Welfare.
27. One Stop Centre. Women and Child Development Department, Haryana.
[https://wcdhry.gov.in/schemes-for-women/onestop-centre/#:~:text=In%20Haryana%20state%20Initially%20One,1.2\).](https://wcdhry.gov.in/schemes-for-women/onestop-centre/#:~:text=In%20Haryana%20state%20Initially%20One,1.2).)
28. Press Release. (2024). Chief Minister Office Haryana, Government of Haryana.
<https://haryanacmoffice.gov.in/05-feburary-2024#:~:text=In%20addition%2C%20current%20government%20has,established%20in%20every%20police%20station.>
29. Prakahsh, S. (2026). “Haryana tops North with 18 fast-track courts; Punjab trails”.
<https://www.tribuneindia.com/news/haryana/haryana-tops-north-with-18-fast-track-courts-punjab-trails>
30. “Fast facts: 30 years of uneven progress for adolescent girls”. (2025). UNICEF, Plan International and UN Women. <https://www.unwomen.org/en/news-stories/press-release/2025/03/fast-facts-30-years-of-uneven-progress-for-adolescent-girls>
31. “World Health Day 2025: Healthy beginnings, hopeful futures”. (2025). World Health Organisation.
<https://www.who.int/campaigns/world-health-day/2025>
32. National Family Health Survey (NFHS-5) 2019-21. International Institute for Population Sciences; Ministry of Health and Family Welfare.

33. Directorate of Information, Public Relations, and Languages. (2018). Government of Haryana. <https://prharyana.gov.in/en/with-the-implementation-of-beti-bachao-beti-padhao-campaign-haryana-has-achieved-a-significant-mark>
34. “Elementary school dropout rate in Haryana’s Nuh worsens; nearly half of all teacher posts vacant”. (2026). The Indian Express. <https://indianexpress.com/article/cities/chandigarh/school-dropout-rate-in-haryana-nuh-worsens-nearly-half-of-teacher-posts-vacant-10566224/>
35. National Family Health Survey (NFHS-5) 2019-21 Haryana Report. International Institute for Population Sciences; Ministry of Health and Family Welfare.
36. UN DESA. (2025). “Gender Equality”. <https://unstats.un.org/sdgs/report/2025/goal-05/>
37. Ministry of Women and Child Development. (2025). “Key Highlights: Gender Budget Allocations in Union Budget of 2025-26”. <https://www.pib.gov.in/PressReleasePage.aspx?PRID=2098912®=3&lang=2>
38. UN Women. (2024). “Gender Responsive Planning and Budgeting: State Journeys”. <https://asiapacific.unwomen.org/sites/default/files/2024-02/in-c639-annex-40-state-grb-journeys-compendium.pdf>
39. Chief Minister’s Office Haryana. (2025). Press Release. <https://haryanacmoffice.gov.in/25-september-2025-0>
40. Finance Department, Haryana. (2026). “Budget 2026-27 – Speech of Nayab Singh Chief Minister, as Finance Minister”. Government of Haryana. <https://cdnbbsr.s3waas.gov.in/s386e78499eeb33fb9cac16b7555b50767/uploads/2026/03/202603201031104005.pdf>
41. ILO. (2025). Women in business and management: Building on the legacy of the Beijing Declaration. <https://www.ilo.org/publications/women-business-and-management-building-legacy-beijing-declaration>
42. ILO. (n.d.). Women in leadership roles. <https://www.ilo.org/bureau-employers-activities/areas-work/women-business-and-management/women-leadership-roles>
43. McKinsey. (2025). Women in the Workplace 2025. <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/women-in-the-workplace>
44. BusinessWorld. (2026). Women Hold Only 5% Of CEO Roles In India’s Listed Firms: Report. <https://www.businessworld.in/article/women-hold-only-5-of-ceo-roles-in-india-s-listed-firms-report-596567>
45. Department of Industries and Commerce, Government of Haryana. Make in Haryana Industrial Policy 2025. <https://investharyana.in/content/pdfs/Make%20in%20Haryana%20Industrial%20Policy%202025%20-%2015.09.2025.pdf>
46. Kumar, S. (2026). Women’s Participation in Corporate Houses of Haryana State; A Critical and Legal Study in Present Scenario”. International Journal of Information Movement. Vol 10, Issue X. ISSN: 2456-0553
47. UNDP. (2023). Biased Gender Social Norms are blocking the Path to Gender Equality. <https://hdr.undp.org/decade-stagnation#:~:text=GSNI%20reveals%20that%2087%25%20of,men%20harbour%20biases%20against>

t%20women&text=Note:%20Based%20on%20XX%20countries,percent%20of%20the%20global%20population.&text=Almost%20half%20of%20the%20people,representation%20and%20recognition%20C%20among%20others.

48. National Family Health Survey (NFHS-5) 2019-21. International Institute for Population Sciences; Ministry of Health and Family Welfare.
49. Jha, M., & Singh, J. (2026). Prosperity Without Parity: Economic Growth and Women Empowerment in Haryana. <https://www.theindiaforum.in/public-policy/prosperity-without-parity-economic-growth-and-women-empowerment-haryana>
50. The Hindu. (2026). Haryana's sex ratio rises to 923 in 2025, highest in five years. <https://www.thehindu.com/news/national/haryana/haryanas-sex-ratio-rises-to-923-in-2025-highest-in-five-years/article70463868.ece>

ANNEX 1

CS #	Case Study Title	Source
1	Women's Leadership in Customs/Border Control	UNODC (2025). Best Practices Compendium: Mainstreaming Gender in Programming at UNODC, pp. 11-13.
2	Prosecuting Conflict-Related Sexual Violence	UNODC (2025). Best Practices Compendium: Mainstreaming Gender in Programming at UNODC, pp. 14-16.
3	Gender-Responsive VR Training for First Responders	UNODC (2025). Best Practices Compendium: Mainstreaming Gender in Programming at UNODC, pp. 17-19.
4	Women Leaders Preventing Violent Extremism	UNODC (2025). Best Practices Compendium: Mainstreaming Gender in Programming at UNODC, pp. 20-22.
5	Rehabilitation of Incarcerated Women	UNODC (2025). Best Practices Compendium: Mainstreaming Gender in Programming at UNODC, pp. 23-24.
6	EmpowerHER: Coaching Female Law Enforcement	UNODC (2025). Best Practices Compendium: Mainstreaming Gender in Programming at UNODC, pp. 25-27.
7	Gender Data in Anti-Corruption Responses	UNODC (2025). Best Practices Compendium: Mainstreaming Gender in Programming at UNODC, pp. 28-30.
8	Sustainable Livelihood Value Chain for Women	Deloitte & UN GCNI (2018). Towards Gender Equality: A Best Practices Compendium, pp. 15-39.
9	Microenterprise for Ultra-Poor Women	Deloitte & UN GCNI (2018). Towards Gender Equality: A Best Practices Compendium, pp. 39-55.
10	Solar Electrification Addressing Energy Needs	Deloitte & UN GCNI (2018). Towards Gender Equality: A Best Practices Compendium, pp. 55-75.
11	Community Resources for Girls' Education	Deloitte & UN GCNI (2018). Towards Gender Equality: A Best Practices Compendium, pp. 75-94.
12	Livelihoods and Menstrual Hygiene (Suraksha)	Deloitte & UN GCNI (2018). Towards Gender Equality: A Best Practices Compendium, pp. 94-109.
13	Business School for Rural Women	Deloitte & UN GCNI (2018). Towards Gender Equality: A Best Practices Compendium, pp. 109-136.
14	Gender Neutrality at ICICI Bank	Deloitte & UN GCNI (2018). Towards Gender Equality: A Best Practices Compendium, pp. 137-176.

15	Internet Saathi: Rural Digital Empowerment	Deloitte & UN GCNI (2018). Towards Gender Equality: A Best Practices Compendium, pp. 177-195.
16	Fashion Designing for Women in Baramulla	Deloitte & UN GCNI (2018). Towards Gender Equality: A Best Practices Compendium, pp. 196-215.
17	Seeding Robust Livelihoods with Women Farmers	Deloitte & UN GCNI (2018). Towards Gender Equality: A Best Practices Compendium, pp. 216-237.
18	Cultural Movement against Domestic Violence	Deloitte & UN GCNI (2018). Towards Gender Equality: A Best Practices Compendium, pp. 238-257.
19	TechnoServe Coffee Initiative: Gender in Agriculture	Petries, H., et al., eds. (2022). Good practices for promoting gender equality through rural advisory services – Case studies.
20	PRADAN: Women's Identity as Farmers	Petries, H., et al., eds. (2022). Good practices for promoting gender equality through rural advisory services – Case studies.
21	Haku Wiñay: Farmer-to-Farmer Advisors	Petries, H., et al., eds. (2022). Good practices for promoting gender equality through rural advisory services – Case studies.
22	PRADAN's Development Apprenticeship Programme	Petries, H., et al., eds. (2022). Good practices for promoting gender equality through rural advisory services – Case studies.
23	Affirmative Action in Rural Business Contests	Petries, H., et al., eds. (2022). Good practices for promoting gender equality through rural advisory services – Case studies.
24	PRADAN's Gender and Leadership Training	Petries, H., et al., eds. (2022). Good practices for promoting gender equality through rural advisory services – Case studies.
25	Individual Targeting and Male Sensitization	Petries, H., et al., eds. (2022). Good practices for promoting gender equality through rural advisory services – Case studies.
26	Reducing Time Poverty via Cooperative Investment	Petries, H., et al., eds. (2022). Good practices for promoting gender equality through rural advisory services – Case studies.
27	Yachachiq: Localizing Advisory Services	Petries, H., et al., eds. (2022). Good practices for promoting gender equality through rural advisory services – Case studies.
28	PRADAN's Female Staff Retention Culture	Petries, H., et al., eds. (2022). Good practices for promoting gender equality through rural advisory services – Case studies.
29	Yaari Dosti: Gender Norms with Young Men	UNESCO & ICRW (2024). Engaging Men & Boys: A report on pathways to gender equality in India, pp. 36-41.
30	Do Kadam: Gender Equity via Sports	UNESCO & ICRW (2024). Engaging Men & Boys: A report on pathways to gender equality in India, pp. 41-49.

31	Prachar: Youth SRHR and Family Planning	UNESCO & ICRW (2024). Engaging Men & Boys: A report on pathways to gender equality in India, pp. 49-56.
32	Mardon Wali Baat: Deconstructing Masculinities	UNESCO & ICRW (2024). Engaging Men & Boys: A report on pathways to gender equality in India, pp. 42, 57-63.
33	Taaron Ki Toli: Youth Gender-Equity Education	UNESCO & ICRW (2024). Engaging Men & Boys: A report on pathways to gender equality in India, pp. 44, 66-74.
34	Action for Equality: Male Engagement on GBV	UNESCO & ICRW (2024). Engaging Men & Boys: A report on pathways to gender equality in India, pp. 141-146.
35	Responsible Partners and Caring Fathers	UNESCO & ICRW (2024). Engaging Men & Boys: A report on pathways to gender equality in India, pp. 147-152.
36	Behavioural Nudges for Men's Health Roles	UNESCO & ICRW (2024). Engaging Men & Boys: A report on pathways to gender equality in India, pp. 153-158.
37	GEMS for Boys: School-Based Equity Curricula	UNESCO & ICRW (2024). Engaging Men & Boys: A report on pathways to gender equality in India, pp. 159-167.
38	Gender Lab: Boys' Empathy and Leadership	UNESCO & ICRW (2024). Engaging Men & Boys: A report on pathways to gender equality in India, pp. 168-172.
39	Gender-Responsive Resource Allocation (Odisha)	Fiscal Policy Institute (2024). Gender Budget in Indian States: Review of Best Practices, Research Report No. 3/2023-24.
40	Gender Data Hub at Kerala's Gender Park	Fiscal Policy Institute (2024). Gender Budget in Indian States: Review of Best Practices, Research Report No. 3/2023-24.
41	State-Wide Gender Survey (Andhra Pradesh)	Fiscal Policy Institute (2024). Gender Budget in Indian States: Review of Best Practices, Research Report No. 3/2023-24.
42	BEAMS Portal for Gender Budget Monitoring	Fiscal Policy Institute (2024). Gender Budget in Indian States: Review of Best Practices, Research Report No. 3/2023-24.
43	Dual Financial and Physical Reporting (HP)	Fiscal Policy Institute (2024). Gender Budget in Indian States: Review of Best Practices, Research Report No. 3/2023-24.
44	Augmented Gender Toolkit for Port Ranking	Land Ports Authority of India (2024). Compendium: Gender Mainstreaming at India's Land Ports, pp. 7-9, 19.
45	Gender Mainstreaming Workshops at Land Ports	Land Ports Authority of India (2024). Compendium: Gender Mainstreaming at India's Land Ports, pp. 9-11, 21-23.
46	POSH Act at Transportation Hubs	Land Ports Authority of India (2024). Compendium: Gender Mainstreaming at India's Land Ports, pp. 18-21, 25, 47-49.

47	Proactive Women's Recruitment at Ports	Land Ports Authority of India (2024). Compendium: Gender Mainstreaming at India's Land Ports, pp. 19-20, 22.
48	Gender-Sensitive Infrastructure at Land Ports	Land Ports Authority of India (2024). Compendium: Gender Mainstreaming at India's Land Ports, pp. 13, 22-23, 26, 28-30.
49	Safe Mobility and Last-Mile Connectivity	Land Ports Authority of India (2024). Compendium: Gender Mainstreaming at India's Land Ports, pp. 12, 40-41, 49.
50	Financial and Digital Literacy at Ports	Land Ports Authority of India (2024). Compendium: Gender Mainstreaming at India's Land Ports, pp. 54-55, 83.
51	30% Female Workforce Target at Ports	Land Ports Authority of India (2024). Compendium: Gender Mainstreaming at India's Land Ports, pp. 60-61, 65.
52	Trade Training for Women Entrepreneurs/SHGs	Land Ports Authority of India (2024). Compendium: Gender Mainstreaming at India's Land Ports, pp. 33, 77-78, 83.
53	GenSen Cell: Gender Oversight Mechanism	Land Ports Authority of India (2024). Compendium: Gender Mainstreaming at India's Land Ports, pp. 72-73, 77.
54	Navchetna Bakery: Livelihood for Vulnerable Women	NITI Aayog (2023). Best Practices in Social Sector: A Compendium 2023, pp. 163-164.
55	Aabha Sakhis: Women in Utility Management	NITI Aayog (2023). Best Practices in Social Sector: A Compendium 2023, p. 166.
56	Biz Sakhi: Women Entrepreneurship Mentors	NITI Aayog (2023). Best Practices in Social Sector: A Compendium 2023, pp. 168-170.
57	Gaura SHG: Women's Food Processing Enterprise	NITI Aayog (2023). Best Practices in Social Sector: A Compendium 2023, pp. 171-172, 93.
58	Project Excel: Tech-Driven Scheme Access	NITI Aayog (2023). Best Practices in Social Sector: A Compendium 2023, pp. 90-92, 127.
59	SARTHI & SAKHI: DV and Mental Health Helplines	NITI Aayog (2023). Best Practices in Social Sector: A Compendium 2023, pp. 182-183.
60	Santhe Kaushalkar: Digital Artisan Platform	NITI Aayog (2023). Best Practices in Social Sector: A Compendium 2023, pp. 70-72.
61	Project Uddyam: Female Economic Leadership Cadre	NITI Aayog (2023). Best Practices in Social Sector: A Compendium 2023, pp. 127-128.
62	Setu Didis: Combating Vaccine Hesitancy	NITI Aayog (2023). Best Practices in Social Sector: A Compendium 2023, p. 185.

63	Women's Role in Nasha Mukht Bharat	NITI Aayog (2023). Best Practices in Social Sector: A Compendium 2023, pp. 78-79.
64	All-Women Manufacturing Shifts (JCB)	NITI Aayog & CII (2025). From Intent to Impact: A Compendium of Good Practices on Gender Parity at Workplace, pp. 50, 54.
65	Rebegin & iExcel: STEM Leadership (TCS)	NITI Aayog & CII (2025). From Intent to Impact: A Compendium of Good Practices on Gender Parity at Workplace, pp. 50, 54.
66	Diva Program: Hospitality Sector Pipeline (IHCL)	NITI Aayog & CII (2025). From Intent to Impact: A Compendium of Good Practices on Gender Parity at Workplace, pp. 22, 54.
67	Captivate: Career Comeback (Capgemini)	NITI Aayog & CII (2025). From Intent to Impact: A Compendium of Good Practices on Gender Parity at Workplace, pp. 4, 10.
68	WINGS: Scorecard-Driven Gender Parity (Genpact)	NITI Aayog & CII (2025). From Intent to Impact: A Compendium of Good Practices on Gender Parity at Workplace, pp. 34, 50.
69	Project Shakti & Ahilya: Rural Value Chain (HUL)	NITI Aayog & CII (2025). From Intent to Impact: A Compendium of Good Practices on Gender Parity at Workplace, pp. 54, 56.
70	CaRe: Women Technologists' Career Relaunch (CGI)	NITI Aayog & CII (2025). From Intent to Impact: A Compendium of Good Practices on Gender Parity at Workplace, pp. 50, 51.
71	Project Shrijan & GAIL Bharosa Centre	NITI Aayog & CII (2025). From Intent to Impact: A Compendium of Good Practices on Gender Parity at Workplace, pp. 58, 59.
72	FLY: Career Break Sponsorship (EY)	NITI Aayog & CII (2025). From Intent to Impact: A Compendium of Good Practices on Gender Parity at Workplace, pp. 34, 39.
73	Career Accelerated Programme (HDFC Bank)	NITI Aayog & CII (2025). From Intent to Impact: A Compendium of Good Practices on Gender Parity at Workplace, p. 39.
74	Legislation for Gender in Development Aid	OECD (2022). Gender Equality and the Empowerment of Women and Girls: DAC Guidance for Development Partners, pp. 15-16.
75	Feminist Foreign Policy and Diplomacy	OECD (2022). Gender Equality and the Empowerment of Women and Girls: DAC Guidance for Development Partners, pp. 17-19.
76	Evidence-Based GBV Prevention (What Works)	OECD (2022). Gender Equality and the Empowerment of Women and Girls: DAC Guidance for Development Partners, p. 25.
77	Basket Indicators for Results Reporting	OECD (2022). Gender Equality and the Empowerment of Women and Girls: DAC Guidance for Development Partners, pp. 57, 156.
78	Digital Governance for Institutional Parity (GIZ)	OECD (2022). Gender Equality and the Empowerment of Women and Girls: DAC Guidance for Development Partners, pp. 144-145.

79	Gender Equality in International Trade	OECD (2022). Gender Equality and the Empowerment of Women and Girls: DAC Guidance for Development Partners, pp. 18, 37.
80	Gender-Transformative Theory of Change (Ireland)	OECD (2022). Gender Equality and the Empowerment of Women and Girls: DAC Guidance for Development Partners, pp. 52-53.
81	Leading from the South: Grassroots Funding	OECD (2022). Gender Equality and the Empowerment of Women and Girls: DAC Guidance for Development Partners, pp. 75, 77.
82	Sustainability of Local Women's Rights Orgs	OECD (2022). Gender Equality and the Empowerment of Women and Girls: DAC Guidance for Development Partners, pp. 77, 126.
83	Blended Finance for Women's Microenterprise	OECD (2022). Gender Equality and the Empowerment of Women and Girls: DAC Guidance for Development Partners, pp. 104, 118.
84	GAP III: EU Gender Equality Framework	OECD (2022). Gender Equality and the Empowerment of Women and Girls: DAC Guidance for Development Partners, pp. 30, 42.
85	Gender Equality in Humanitarian Contexts	OECD (2022). Gender Equality and the Empowerment of Women and Girls: DAC Guidance for Development Partners, pp. 74-75.
86	Women in Global Supply Chains (WOW)	OECD (2022). Gender Equality and the Empowerment of Women and Girls: DAC Guidance for Development Partners, pp. 109.
87	De-Risking Loans for Women-Owned SMEs	OECD (2022). Gender Equality and the Empowerment of Women and Girls: DAC Guidance for Development Partners, pp. 109-110.
88	Micro-Credit for Displaced Women	OECD (2022). Gender Equality and the Empowerment of Women and Girls: DAC Guidance for Development Partners, p. 110.
89	Measuring Social Norms via Storytelling	OECD (2022). Gender Equality and the Empowerment of Women and Girls: DAC Guidance for Development Partners, p. 123.
90	Germany's Feminist Foreign/Development Policy	OECD (2023). Toolkit for Mainstreaming and Implementing Gender Equality, pp. 16, 48.
91	Intersectional Equality Strategy (Slovenia)	OECD (2023). Toolkit for Mainstreaming and Implementing Gender Equality, pp. 18, 49.
92	Gender Results Framework (Canada)	OECD (2023). Toolkit for Mainstreaming and Implementing Gender Equality, pp. 21, 48.
93	Centralized Gender Equality Agency (Sweden)	OECD (2023). Toolkit for Mainstreaming and Implementing Gender Equality, pp. 27, 49.
94	Gender Glasses: Public Sector Capacity Building	OECD (2023). Toolkit for Mainstreaming and Implementing Gender Equality, pp. 30-31, 48.

95	Women's Budget Statement (Australia)	OECD (2023). Toolkit for Mainstreaming and Implementing Gender Equality, pp. 16, 48.
96	Equality as Horizontal Governance Principle	OECD (2023). Toolkit for Mainstreaming and Implementing Gender Equality, pp. 16, 48.
97	ENIND: Intersectional Strategy (Portugal)	OECD (2023). Toolkit for Mainstreaming and Implementing Gender Equality, pp. 20, 48.
98	Participatory Equality Planning (Chile)	OECD (2023). Toolkit for Mainstreaming and Implementing Gender Equality, pp. 20, 48.
99	Proigualdad: Women's Demands Strategy (Mexico)	OECD (2023). Toolkit for Mainstreaming and Implementing Gender Equality, pp. 21, 48.
100	Equality Budgeting via Performance Reporting	OECD (2023). Toolkit for Mainstreaming and Implementing Gender Equality, pp. 73, 81.
101	Gender in Public Procurement (Belgium)	OECD (2023). Toolkit for Mainstreaming and Implementing Gender Equality, pp. 77, 81.
102	GBA Plus in Infrastructure Planning (Canada)	OECD (2023). Toolkit for Mainstreaming and Implementing Gender Equality, pp. 88, 93.
103	Tagging Gender Resources in Budgets (Mexico)	OECD (2023). Toolkit for Mainstreaming and Implementing Gender Equality, pp. 93, 115.
104	Mandatory Equal Pay Certification (Iceland)	OECD (2023). Toolkit for Mainstreaming and Implementing Gender Equality, pp. 140, 143.
105	Decision-Making Quotas with Sanctions (Colombia)	OECD (2023). Toolkit for Mainstreaming and Implementing Gender Equality, pp. 137, 143.
106	Independent Anti-Discrimination Ombud (Norway)	OECD (2023). Toolkit for Mainstreaming and Implementing Gender Equality, pp. 46, 49.
107	Flexible-Work-by-Default Model (New Zealand)	OECD (2023). Toolkit for Mainstreaming and Implementing Gender Equality, pp. 133, 143.
108	Gender Equality Dashboard (Israel)	OECD (2023). Toolkit for Mainstreaming and Implementing Gender Equality, pp. 44, 48, 123, 143.
109	Leaky Pipeline in Judicial Careers (France)	OECD (2023). Toolkit for Mainstreaming and Implementing Gender Equality, pp. 161, 163, 164.
110	Beti Bachao Beti Padhao (Haryana)	SDGCC Haryana. SDG Best Practise Case Studies: Arresting the Decline in the Child Sex Ratio at Birth in Haryana, pp. 1-8.

111	POCSO Act Implementation (Haryana)	SDGCC Haryana. SDG Best Practise Case Studies: POCSO Act and Committed Enactment, pp. 1-8.
112	ANMOL Tab: Health Technology for ANMs	SDGCC Haryana. SDG Best Practise Case Studies: Health gets an ally in ANMOL Tab!, pp. 1-30.
113	Open Defecation Free Haryana	SDGCC Haryana. SDG Best Practise Case Studies: Open Defecation Free Haryana, pp. 1-8.
114	Industry Partnerships for Youth Skilling	SDGCC Haryana. SDG Best Practise Case Studies: Join Hands to Skill the Youth, pp. 30-58.
115	ASI Gender Training in Agriculture (India)	UN Women (2016). Compendium of Good Practices in Training for Gender Equality, pp. 75-108.
116	Gender Mainstreaming in WASH (Malawi)	UN Women (2016). Compendium of Good Practices in Training for Gender Equality, pp. 109-131.
117	Women Community Reporters in Mining (Bolivia)	UN Women (2016). Compendium of Good Practices in Training for Gender Equality, pp. 131-165.
118	Gender, Water and Environmental Education	UN Women (2016). Compendium of Good Practices in Training for Gender Equality, pp. 166-190.
119	ESCWA Gender Equality Training	UN Women (2016). Compendium of Good Practices in Training for Gender Equality, pp. 190-217.
120	Gender Equality in Schools (Promundo/Brazil)	UN Women (2016). Compendium of Good Practices in Training for Gender Equality, pp. 56-60, 226-251.
121	Gender-Transformative Programming (Promundo/UNFPA)	UN Women (2016). Compendium of Good Practices in Training for Gender Equality, pp. 61-67, 252-281.
122	Gender in Aquatic Agriculture (WorldFish)	UN Women (2016). Compendium of Good Practices in Training for Gender Equality, pp. 68-74, 282-310.
123	UN Gender Focal Points Blended Training	UN Women (2016). Compendium of Good Practices in Training for Gender Equality, pp. 75-80, 311-340.
124	Gender in EU-Funded Research	UN Women (2016). Compendium of Good Practices in Training for Gender Equality, pp. 81-88, 341-377.
125	Dilaasa: Hospital-Based DV Crisis Centre	UNDP (2008). Good Practices in Gender Mainstreaming: Case Studies from India, pp. 11-15, 120.
126	Community Rights Mobilization (SK-VAW)	UNDP (2008). Good Practices in Gender Mainstreaming: Case Studies from India, pp. 17-22, 120.

127	MALAR: SHGs for Economic/Political Empowerment	UNDP (2008). Good Practices in Gender Mainstreaming: Case Studies from India, pp. 23-30, 120.
128	Rehabilitation of Trafficking Victims (INGON)	UNDP (2008). Good Practices in Gender Mainstreaming: Case Studies from India, pp. 31-37, 120.
129	Radio for Gender Mainstreaming (KMVS)	UNDP (2008). Good Practices in Gender Mainstreaming: Case Studies from India, pp. 39-43, 120.
130	Gendered Disaster Relief Access (Tsunami)	UNDP (2008). Good Practices in Gender Mainstreaming: Case Studies from India, pp. 45-52, 120.
131	Empowering Single Women (ENSS Rajasthan)	UNDP (2008). Good Practices in Gender Mainstreaming: Case Studies from India, pp. 53-59, 120.
132	Women as HIV/AIDS Change Agents	UNDP (2008). Good Practices in Gender Mainstreaming: Case Studies from India, pp. 61-66, 120.
133	Gender in Local Governance (Sakhi/Kerala)	UNDP (2008). Good Practices in Gender Mainstreaming: Case Studies from India, pp. 69-76, 120.
134	Empowering Women through Literacy (MS)	UNDP (2008). Good Practices in Gender Mainstreaming: Case Studies from India, pp. 77-84, 120.
135	Engendering Tribal Women's Livelihoods (ANANDI)	UNDP (2008). Good Practices in Gender Mainstreaming: Case Studies from India, pp. 85-94, 120.
136	Police-Public Partnership against VAW (Delhi)	UNDP (2008). Good Practices in Gender Mainstreaming: Case Studies from India, pp. 95-100, 120.
137	Engendering Institutional Spaces (PRIA)	UNDP (2008). Good Practices in Gender Mainstreaming: Case Studies from India, pp. 101-107, 120.
138	Girl Child: Collage of Good Practices	UNDP (2008). Good Practices in Gender Mainstreaming: Case Studies from India, pp. 109-119, 120.
139	Women Transforming Fisheries (Cambodia)	UNIDO (2025). Advancing Gender Equality, Empowering Women, pp. 28-42.
140	Women in Car Industry (UDAY-PRIDE India)	UNIDO (2025). Advancing Gender Equality, Empowering Women, pp. 108-119.
141	Gender in Aquaculture (Colombia)	UNIDO (2025). Advancing Gender Equality, Empowering Women, pp. 50-62.
142	Women Transform Cactus Industry (Tunisia)	UNIDO (2025). Advancing Gender Equality, Empowering Women, pp. 186-198.

143	Women's Leadership in E-Waste (Philippines)	UNIDO (2025). Advancing Gender Equality, Empowering Women, pp. 166-177.
144	Innovative Menstrual Products (Ethiopia)	UNIDO (2025). Advancing Gender Equality, Empowering Women, pp. 119-136.
145	Women in Apple and Livestock (Pakistan)	UNIDO (2025). Advancing Gender Equality, Empowering Women, pp. 137-156.
146	E-Waste Management and Women (Philippines)	UNIDO (2025). Advancing Gender Equality, Empowering Women, pp. 157-177.
147	Cactus to Global Cosmetics (Tunisia)	UNIDO (2025). Advancing Gender Equality, Empowering Women, pp. 177-199.
148	Substantive Equality in Constitutions	UNDP (2016). Global Good Practices in Advancing Gender Equality and Women's Empowerment in Constitutions, pp. 7-8.
149	Independent Commissions for Gender Parity	UNDP (2016). Global Good Practices in Advancing Gender Equality and Women's Empowerment in Constitutions, pp. 15-18.
150	Reserved Seat Quotas for Women	UNDP (2016). Global Good Practices in Advancing Gender Equality and Women's Empowerment in Constitutions, pp. 22-24.
151	Inclusive Language in Constitutional Drafting	UNDP (2016). Global Good Practices in Advancing Gender Equality and Women's Empowerment in Constitutions, pp. 4-5.
152	CEDAW in Constitutional Incorporation	UNDP (2016). Global Good Practices in Advancing Gender Equality and Women's Empowerment in Constitutions, pp. 5-6.
153	National Minimum Standards for Crèches	Ministry of Women & Child Development (MWCD). National Minimum Standards and Protocol for Crèches, pp. 6-9.
154	Merit-Based Advancement: Full-Set Model	McKinsey & Company & LeanIn.Org (2025). Women in the Workplace 2025, pp. 17, 26-28, 40-42.
155	Coaching as Core Business Mandate	McKinsey & Company & LeanIn.Org (2025). Women in the Workplace 2025, pp. 32-35.
156	Authentic Sponsorship for Senior Women	McKinsey & Company & LeanIn.Org (2025). Women in the Workplace 2025, pp. 36-38, 46.
157	AI Bias Removal in Performance Reviews	McKinsey & Company & LeanIn.Org (2025). Women in the Workplace 2025, pp. 30-31.
158	ERGs as Strategic Inclusion Drivers	McKinsey & Company & LeanIn.Org (2025). Women in the Workplace 2025, pp. 44-45.



SDGCAC

SUSTAINABLE DEVELOPMENT GOALS
COORDINATION AND ACCELERATION CENTRE



*Scan To Learn More
Or Visit
SDGCAC.COM*

 @sdgcac Haryana

 @sdgcac.haryana

 SGDCAC Haryana



**Swarna Jayanti Haryana
Institute for Fiscal Management**



IP-9, Sector 3, Panchkula, Haryana 134109