MenEngage Africa Organisational Capacity Assessment Findings 2012
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# Abbreviations

<table>
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<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tr>
<td>AIDS</td>
<td>Acquired Immune Deficiency Syndrome</td>
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<tr>
<td>BCC</td>
<td>Behaviour Change Communication</td>
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<tr>
<td>COMEN</td>
<td>Congo Men’s Network</td>
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<tr>
<td>DRC</td>
<td>Democratic Republic of Congo</td>
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<tr>
<td>EAC</td>
<td>Eastern African Community</td>
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<td>ECOWAS</td>
<td>Economic Community of West African States</td>
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<tr>
<td>GBV</td>
<td>Gender-Based Violence</td>
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<tr>
<td>HIV</td>
<td>Human Immunodeficiency Virus</td>
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<tr>
<td>HOPEM</td>
<td>Hope Mozambique</td>
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<tr>
<td>ICT</td>
<td>Information and Communications Technology</td>
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<tr>
<td>LGBTI</td>
<td>Lesbian, Gay, Bisexual, Transgender and Intersex</td>
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<td>MER</td>
<td>Monitoring and Evaluation Reporting</td>
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<tr>
<td>MESiLYA</td>
<td>MenEngage Sierra Leone Youth Alliance</td>
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<tr>
<td>OCA</td>
<td>Organisational Capacity Assessment</td>
</tr>
<tr>
<td>PMTCT</td>
<td>Prevention of Mother To Child Transmission of HIV</td>
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<td>RWAMREC</td>
<td>Rwanda Men’s Resource Centre</td>
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<td>SRHR</td>
<td>Sexual and Reproductive Health and Rights</td>
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<td>SWAGAA</td>
<td>Swaziland Action Group Against Abuse</td>
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<tr>
<td>SADC</td>
<td>Southern African Development Community</td>
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<td>SOPs</td>
<td>Standard Operating Procedures</td>
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<td>TA</td>
<td>Technical Assistance</td>
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<td>UNTF</td>
<td>United Nations Trust Fund</td>
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<tr>
<td>VSL</td>
<td>Village Saving and Loans</td>
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<tr>
<td>ZNWL</td>
<td>Zambia National Women’s Lobby</td>
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Acknowledgements

Sonke Gender Justice Network would like to give special thanks to the different MenEngage Africa country network partners that completed the Organisational Capacity Assessment, and made this report possible, namely: LifeLine/Childline, Namibia; Mama’s Club, Uganda; Congo Men’s Network, DRC; Zambia National Women’s Lobby (ZNWL), Zambia; Men’s Association for Gender Equality, Sierra Leone; MenKen, Kenya; Forum Mulher/HOPEM, Mozambique; and Rwanda Men’s Resource Centre (RWAMREC), Rwanda.

This report was written by Nkonzo J. Khanyile and edited by Tapiwa Manyati and Londi Gamedze. Special thanks go to the following Sonke staff members for their contributions in putting together the report namely, Itumeleng Komanyane, Maja Herstad, Tim Shand and Zinhle Nkosi.
Overview of MenEngage Global and Africa Networks

MenEngage is a global alliance of organisations which seek to engage men and boys in achieving gender equality, promoting health, reducing violence, and questioning and addressing the structural barriers to achieving gender equality. The global alliance currently consists of around 500 non-governmental organisations and UN partners, and operates across all continents. Appointed organisations co-ordinate the work of MenEngage in their respective geographical regions and countries.

The MenEngage Africa regional network was formed in 2006, with the goal of working in partnership to promote the engagement of men and boys in achieving gender equality, preventing HIV, promoting human rights and reducing violence at all levels across the continent. In particular, the network promotes collaboration and resource sharing among organisations, supports joint advocacy initiatives, and builds capacity and leadership on gender equality within Africa.

The MenEngage Africa network operates through a steering committee that supports the coordination of activities which strengthen work on engaging men and boys in gender equality across the region. This steering committee comprises the following organisations:

- Padare/Enkedleni Men’s Forum on Gender, Zimbabwe
- Lifeline/Childline, Namibia
- Rwanda Men’s Resource Centre (RWAMREC), Rwanda
- Forum Mulher/HOPEM, Mozambique
- EngenderHealth, Tanzania
- MenKen, Kenya
- PLAN International
- Zambia National Women’s Lobby, Zambia
- Sonke Gender Justice Network, South Africa (chair of MenEngage Africa network).

The network currently has country networks in 15 countries. These networks bring together partner organisations working on GBV, sexual abuse and sexual exploitation, women's rights, youth and child rights, child abuse, masculinities, HIV, fatherhood, SRHR, maternal health, refugees and migrants, and other issues. The networks undertake joint programming, research, policy and advocacy activities. Most MenEngage country networks have strong working relations with the local and national governments, UN country offices, the women’s and youth movement (who generally form part of the network), non-governmental agencies and grassroots organisations. The current co-ordinators of the country networks are as follows:

- Burundi: CARE Burundi
- DRC: COMEN
- Ethiopia: EngenderHealth
- Kenya: MenKen
- Malawi: Men for Gender Equality Now
- Mozambique: Forum Mulher/HOPEM
- Namibia: Lifeline/Childline
- Rwanda: The Rwanda Men’s Resource Center (RWAMREC)
- Sierra Leone: Fambul Initiative Network for Equality
Overview of the project

Sonke Gender Justice Network, on behalf of MenEngage Africa provides technical support to, and builds the capacity of the MenEngage partners and country networks within Sub-Saharan Africa particularly those receiving sub-grants to implement the UN Trust Fund, Oak Foundation and Sida Zambia-funded activities.

In order to inform this work, Sonke developed an Organizational Capacity Assessment audit tool (OCA). This tool determined organisations’ capacity needs, existing skills and key priority programme/thematic areas for technical support, and capacity building among the MenEngage Africa networks and partner organisations. The Organisational Capacity Assessment Audit tool informs the Capacity Building Training programme which brings partner organisations together to build their capacity on the knowledge and skills gaps identified in the OCA, and agree on strategies for more effective programme implementation and monitoring and evaluation.

The OCA was circulated to the coordinators of eight country networks for their completion: LifeLine/Childline, Namibia; Mama’s Club, Uganda; Congo Men’s Network, DRC; Zambia National Women’s Lobby, Zambia; Men’s Association for Gender Equality, Sierra Leone; MenKen, Kenya; Forum Mulher/HOPEM, Mozambique; and Rwanda Men’s Resource Center (RWAMREC).

This tool was designed to give Sonke, as a grant manager on behalf of the MenEngage Africa network, a comprehensive analysis of the programme management, implementation, monitoring and evaluation, and reporting needs of the organisation’s partners who were going to participate in the sub-agreement processes.

Technical support implementation process

- South Africa: Sonke Gender Justice Network
- Swaziland: Swaziland Action Group Against Abuse
- Tanzania: EngenderHealth
- Uganda: Mama’s Club
- Zambia: Zambia National Women’s Lobby Men’s Network
- Zimbabwe: Padare Enkudleni Men’s Forum on Gender

Figure 1: The OCA process/implementation plan
The MenEngage partners completed an initial baseline assessment in March 2012, which informed the first capacity building training conducted in July 2012. A follow-up assessment will be conducted in 2013 to assess progress and any immediate challenges that might have emerged during 2012.

In advance of each assessment, the tool is sent to partners to review and prepare relevant sources of verification. The assessment is self-administered, usually by an organisation’s managers, and can take two to three working days to complete. Based on the analysis of each assessment, Sonke and MenEngage Network partner organisations staff participate in a prioritisation exercise to determine the important gaps to be addressed and the nature of Technical Assistance (TA) needed to address these gaps. The TA plans typically include activities with deliverables, the responsible officer designated from both parties, and a target completion date. The process is summarised in figure 1 above.

**Key results of the assessment**

The following key areas were identified through the Organisational Capacity Assessment for immediate capacity building requirements:

- Research and evidence based programming
- Policy and advocacy on men’s engagement in all aspects
- Designing of gender related messages on engaging men and boys
- Partnership building skills and networking
- Addressing social norms
- Community mobilisation
- Monitoring and evaluation mechanisms (MER)
- Capacity and skills to identify policy gaps in engaging men, in GBV, HIV and AIDS and youth policy
- Communication using mass media in campaigning (posters, TV spots, radio announcements, etc.)
- Resource mobilisation, staff development and staff retention
- Capacity in organisational governance and leadership, operations and financial management
- The work with youth and children needs to be strengthened
- Developing and maintaining relationships with women’s rights organisations at both local and national levels

**Challenges**

The key challenges identified through the process included:

- Not all of the organisations completed all the questions on the assessment tool. This could be a result of their not having fully understood the questions, the questions being unclear or the questions not applying to their current work.
- The partners took more time than expected to submit their responses, leading to delays in both follow-up consultations for more clarity with regards to the assessment, and in organising the capacity building training.
During the OCA debriefing and in the results from the sub-agreement partners in July 2012, the following were identified as important areas for more in-depth training of in-country partners:

- Development and designing of programmes;
- Strengthening the operational and organisational governance processes.

**Lessons learnt**

- All the organisations are doing community mobilisation work. The organisations have male involvement components which are integrated into their programmes which address gender inequalities.
- Out of the eight organisations, seven have programmes focusing on policy development, advocacy and sexual reproductive health rights/services focusing on youth and women.
- There are opportunities to engage the partners on children’s rights, working with sexual minorities, linking social work and economic development, psychosocial support and encouraging male involvement in humanitarian, conflict and post-conflict settings.
- There is a high need to sensitise and orientate the organisations’ management on issues of governance and leadership, and to consider how the organisations can work in an integrated manner and not see programmes as standalone. This can help in sustaining programmes and in staff retention.
- There is a high need for capacity building in monitoring, evaluation and reporting. The organisations need to be trained on collecting data, what kind of data should be collected, documentation, how to report, and how to track progress.
- Although the organisations are based in different countries, have different challenges and work at different levels, they all have the common focus of male involvement, and work within a human rights framework. Despite this common focus, there is still a high need for a basic gender norms training, what a human rights framework approach entails, and how to foster good partnerships with government, civil society organisation and other relevant stakeholders.

**Key recommendations**

- Organisations should be trained to conduct research in specific areas, for example, gender, how to work with young people, GBV prevention, SRH and maternal health within the context of male involvement work. In this training, particular attention must be given to collecting and documenting evidence to inform their work.
- There is a need for capacity building on policy and advocacy issues. A tailored capacity building training should be organised according to the needs of the country networks.
- The organisations should be trained on how to design gender related messages to engage men and boys, and which also address the need for men and women to work together.
- The organisations should be trained on how to build and sustain partnerships and networks, and how to put together a good referral system.
- Not all the organisations responded to the question regarding social norms and community mobilisation, however, there should be training conducted on this topic.
- Organisations should be trained on monitoring and evaluation mechanisms. There should be emphasis on using baselines, mid-term progress reviews of programmes and ongoing processes of monitoring and evaluation and reporting. The importance of disaggregating data according to age, sex, etc., should also be stressed.
- The organisations should be capacitated on identifying gaps in policy on GBV, HIV and AIDS and youth, within the context of engaging men and boys.
• The organisations should also be capacitated on how to develop behaviour change communications and how to use mass media (posters, TV spots, radio announcements, etc.) in their campaigns.

• The organisations also indicated a need to be trained on resource mobilisation and staff development, especially on issues of staff retention.

• There should be financial and operational training for the partners - especially on financial reporting and the sub-agreement process, organisational governance and sustainable leadership.
Background

In spite of tremendous advancements towards gender equality as a global goal – a goal now stated in numerous UN conventions and the Millennium Development Goals – much progress remains to be made, particularly in the prevention of gender-based violence and HIV. The UN estimates that globally, 30% of women suffer physical violence at least once from a male partner, and in multi-country studies nearly 20% of women say that their first sexual experience was forced. Approximately 100 to 140 million girls and women in the world have experienced female genital mutilation/cutting, with more than 3 million girls in Africa annually at risk of the practice. Over 60 million girls worldwide are child brides, married before the age of 18, primarily in South Asia (31.1 million) and Sub-Saharan Africa (14.1 million). Approximately 250,000 to 500,000 women and girls were raped in the 1994 Rwandan genocide. In Eastern Democratic Republic of Congo (DRC), at least 200,000 cases of sexual violence, mostly against women and girls, have been documented since 1996, though the actual numbers are considered to be much higher.1 Rape as a weapon of war continues to be used in the DRC, where reportedly hundreds of thousands of women were raped over the course of the conflict. The UN was quick in acknowledging its failure to protect women and girls. However, African governments and regional institutions were silent on the matter, which prompted a call for action from MenEngage and other civil society organisations and networks.2 Sub-Saharan Africa still has the highest global new HIV infection rate, affecting mostly women.3

We have, however, too often neglected how gender plays out in the lives of men and boys – to the detriment of women, and to the detriment of men and boys. Rigid norms related to gender and power differentials between groups of men, mean that many men are vulnerable to violence (the leading cause of death for young men worldwide) and are less likely to seek health services when needed when compared to women. Programme interventions at the local level have shown tremendous success in engaging men and boys in promoting their own health and well being and that of women and girls. A recent review of 57 male involvement programmes published by the World Health Organisation found evidence that at least a quarter were effective in transforming harmful gender attitudes and behaviour, and many of the others were regarded as promising.4 We now have evidence that well implemented gender transformative interventions can bring about significant changes in men’s gender and HIV related attitudes and practices. However, meaningful change at the societal level requires civil society and government to work together to increase the scale and impact of these interventions. In other areas innovative new interventions are required.

UN agencies, governments and civil society have affirmed the need to involve boys and men in achieving gender equality, reducing violence against women and girls, preventing sexual exploitation, reducing HIV and AIDS and promoting the rights and well-being of girls, women and boys and men themselves.

Global and regional policy commitments

Policymakers have a compelling mandate to develop, implement and evaluate policy for working with men. Many countries have affirmed their support for work with men in a number of international commitments. Relevant international commitments were made at or are embodied in the International Conference on Population and Development (1994)5; the Programme of Action of the World Summit on Social Development (1995) and its review held in 2000,6 the Beijing Platform for Action (1995),7 the twenty-sixth special session of the General Assembly on HIV and AIDS (2001)8, the United Nations Commission on the Status of Women’s in 2004 and 2009, and the Global and Africa Symposium on Engaging Men and Boys on Achieving Gender Equality (both in 2009).9 Similarly, a number of commitments have been made in Africa by SADC, EAC, ECOWAS and the African Union including: the Solemn Declaration on Gender Equality in Africa, the African Charter on Human Rights and People’s Rights, the Maputo Protocol and The Southern African Development Community Gender Protocol.
These international commitments require policymakers in signatory countries to develop policies and programmes and they provide civil society activists with leverage to demand rapid implementation. Despite many international commitments and a growing base of programmes and evaluation confirming the considerable impact of work with men and boys for gender equality, most initiatives to engage men and boys in achieving gender equality have been small-scale and short-term. In order to transform pervasive gender inequalities, a scaling-up and widening in scope of the programmes and models already known to be effective is imperative.
Introduction to the Capacity Assessment

Objectives and activities

The United Nations Development Programme (UNDP) defines capacity development as ‘the process through which individuals, organisations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time’ 10. As part of Sonke Gender Justice Network’s commitments to the Oak Foundation, UN Trust Fund and Sida Zambia, Sonke developed an Organizational Capacity Assessment tool. The assessment tool was used to determine the MenEngage Africa country networks’ member organisations’ capacity needs, skills and key priority programme/thematic areas for capacity building.

The purposes of the Organizational Capacity Assessment tool were as follows:

• To use the findings to inform future interventions and to strengthen the MenEngage Africa work among the target countries;
• To inform programme implementation and management and to identify existing skills and capacity in the targeted MenEngage Africa partners;
• To highlight training and technical assistance needs among partners receiving sub-grants; and,
• To provide an initial needs assessment baseline for medium and long-term evaluation of MenEngage Africa work relating to these sub-grantees.

The organisational assessment tool was derived from the MenEngage Africa Network Regional Organisational Capacity Survey11, conducted in October and November 2010. The aim of the 2010 audit was to assess the existing capacity, focus areas and challenges facing organisations in the gender justice sector in the African region. This tool was disseminated to the eight country networks’ member organisations for their completion as part of the sub-agreement.

We now have evidence that well implemented gender transformative interventions can bring about significant changes in men’s gender and HIV related attitudes and practices.

10Capacity Development Practice Note, United Nations Development Programme, October 2008, pg 3 & the FHI 360 Organizational Capacity Assessment Series

11www.menengage.org
Methodology

The OCA was circulated to the coordinators of eight country networks for their completion: LifeLine/Childline, Namibia; Mama’s Club, Uganda; Congo Men’s Network, DRC; Zambia National Women’s Lobby, Zambia; Men’s Association for Gender Equality, Sierra Leone; MenKen, Kenya; Forum Mulher/HOPEM, Mozambique; and Rwanda Men’s Resource Centre, Rwanda. This tool was designed to give Sonke as a grant manager on behalf of the MenEngage Africa network a comprehensive analysis of the programme management, implementation, monitoring and evaluation, and reporting needs of the organisation’s partners who were going to participate in the Sub-agreement processes.

The Organisational Capacity Assessment process

- **Step 1:** The partner organisation/sub-grant recipient conducted a self-assessment with members of the organisation. The completed assessments were then emailed back to Sonke within the agreed timeframe.

- **Step 2:** Sonke captured and analysed the results of the self-assessment. Together with all sub-recipients, Sonke developed a regional training programme which addressed the priority capacity gaps identified in the assessment.
Findings

Strategic assessment of organisations

a) Please describe the nature of your organisation (e.g. NGO) and scope of work (e.g. local, national, regional).

<table>
<thead>
<tr>
<th>Nature of the organisations and scope of work</th>
<th>Community based organisations/ independent (CBO)</th>
<th>Non-Governmental organisation (NGO)</th>
<th>Coalition of organisations and networks</th>
<th>Regional organisation (NGO)</th>
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</thead>
<tbody>
<tr>
<td>Nature of the organisations</td>
<td>2</td>
<td>5</td>
<td>1</td>
<td></td>
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<tr>
<td>Scope of work</td>
<td>1</td>
<td>6</td>
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<td>1</td>
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*Figure 1: Table showing the nature of the organisations and scope of work*

As reflected in the above table, most of the organisations work at a national level. One works at both national and regional levels. Most are non-governmental organisations, while two organisations working at the community level are community based organisations.

b) Please describe your organisation's main focus of work.

- The organisations' main focus areas are as follows: community mobilisation, men and masculinities, promoting gender equality, policy development and advocacy, HIV and AIDS prevention and response, GBV prevention, sexual and reproductive and health rights, youth and women's health.
- It was found that less work is being done in the following areas: fatherhood and caring, men's health in general, sexual exploitation and human trafficking, social and economic development and children's rights.
Main Target groups

Below graph (figure 2) shows that six out of the eight organisations work with children under the age of 15; all eight organisations work with young men and boys between ages 15 and 24; seven of the organisations work with youth, women and girls between the ages 15 and 24; seven work with men over 24; six work with people living with HIV and AIDS. None of the organisations work specifically with gay, lesbian, bisexual, transgender, or intersex people; seven of the organisations work with people who have experienced violence or who have been sexually abused; one organisation works with sex workers; and one works with prisoners.

![Main Target groups](image)

**Figure 2 Main Target groups**

c) Is your organisation’s programme-implementing and management team clear on the following principles?

- All the organisations indicated that their implementing and management teams were clear on their organisation’s mission statement and that they are aware of the organisation’s reason for existence. The mission statement of an organisation describes an enduring reality that reflects the organisation’s values and purpose; it is universally held within the organisation and is frequently referenced.

- All the organisations indicated that their vision is clear, specific, and compels understanding of what the organisation aspires to become or achieve. An organisation’s vision is universally held within the organisation and consistently used to direct actions and set priorities.

- Only six of the organisations indicated that their strategy is a clear, coherent, medium-, to long-term strategy that is both actionable and linked to overall mission, vision, and overarching goals. An organisation’s strategy is universally known within the organisation and consistently helps drive day-to-day behaviour at all levels of the organisation.

- Two organisations indicated that they do not have a clear strategy and there is a need for technical assistance in developing their strategy.

- All the organisations’ visions are translated into a clear, bold set of up to three goals that they aim to achieve, with specific timeframes and concrete measures for each goal. These goals are universally known within the respective organisations and are consistently used to direct actions and set priorities.
**Adaptation capacity**

d) Use of research data to support programme planning, advocacy; principles of organisational learning.

- Four out of the eight organisations indicated that they have a clear use of research data to support programme planning and advocacy, while four indicated a need for technical assistance.
- Five of the eight organisations indicated that they are clear on the principles of organisational learning, meaning that resources are devoted to documenting the organisation’s work and capturing the complete story of its impact, and that evaluation processes are fully integrated into information systems. Three organisations said they need technical assistance in this area.

![Programme Management and Development](image)

**Figure 3: Programme Management and Development**

The above graph (Figure 3) represents the organisations’ capacity to manage programmes and development according to the OCA:

**Clear principles of programme growth and replication**
- Six out of the eight organisations indicated that they have clear principles, while two out of the eight organisations indicated a need for capacity building.

**Clear on the ability and tendency to efficiently and effectively develop and create new, innovative programmes to meet needs in local area or other geographies**
- Five out of the eight organisations indicated that they are clear; and three out of the eight indicated that they require capacity building.

**Clear on monitoring of programme landscape**
- Five out of the eight organisations indicated that they are clear on monitoring of programme landscape;
- Two out of the eight organisations indicated need capacity building and;
- One organisation confirms that it does not do any monitoring and evaluation.
Clear on the assessment of external environmental and community
• Six out of the eight organisations indicated that they were clear;
• Two out of the eight organisations indicated a need for capacity building.

Clear on how to influence policymakers
• Four out of the eight organisations indicated that they are clear;
• While four out of the eight organisations indicated that they require capacity building.

Clear on establishing partnerships and alliances
• Six out of the eight organisations are;
• While two require capacity building.

Clear on community presence and standing
• Five out of the organisations are indicated that they are clear;
• Two require capacity building and;
• One out of the eight organisations indicated it was not applicable to their programmes and development work.

Clear on the principles of organising
• Four out of the eight organisations are clear on the principles of organising;
• Four out of the eight organisations indicated that they require capacity building.

Summary
The most important area with which the organisations require support or capacity building is on the principles of organising: four out the eight indicated a clear need for capacity building on the principles of organising. Three out of eight required capacity building to improve the ability to efficiently and effectively develop and create new, innovative programmes to meet needs in local area or other geographies. However, in other areas where only one or two organisations indicated a clear need for capacity building, more focused and tailor-made capacity training should be organised.

Technical capacity

e) How do you rate your technical capacity on engaging men in gender equality?

Figure 4: Technical capacity
The graph (figure 4) illustrates the organisations’ technical capacity as follows:

- Only four out of the eight organisations indicated that they have a reasonable level capacity in place when it comes to the engaging men in gender equality, and only one of the organisations has a high level capacity in place.

**Summary**

Although four out the eight organisations indicated a reasonable level of capacity in place, there is a clear need to build the organisations’ capacity to engage men to make sure that all organisations have a high level of capacity in place.

f) *Is engaging men a separate strategy within your organisation, or is it integrated throughout your work? If integrated, please explain how.*

- All the organisations indicated that the engaging men component is not a separate strategy. It forms part of or is integrated within the organisations’ vision and mission and it is part of the core business of the organisations.

g) *Do you have a sufficient quantity of technical staff to undertake additional activities associated with being an implementing partner on engaging men projects?*

- Two organisations responded yes to the question. Both organisations stressed the fact that even though they have technical staff, they still require capacity building. The other organisations do not have sufficient technical staff and this is due to a lack of funds and resources, which has been a challenge in hiring and keeping the technical staff. However, they have then resorted to hiring people on a part-time basis and recruiting volunteers.

h) *What have you done in the last 12 months to implement work to engage men in gender equity?*

The organisations engaged in a variety of different activities. The following indicates a summary of the activities implemented in the last 12 months:

- Worked with young people both in and out of school, in colleges and secondary schools and started youth clubs called Service for Peace Campus Corps.
- Conducted two training sessions for men in the community; organised an advocacy event on Women’s international day; participated in the SGBV prevention and protection cluster led by UNHCR; sensitized 67 young people on gender equality, sexual education and leadership skills.
- Integrated the MenEngage approach in the Village Saving and Loans pilot intervention in collaboration with PROMUNDO and CARE International; mainstreamed the MenEngage approach in partner organisations including CARE International.
- Conducted men’s and boys’ campfire conferences in villages; conducted radio programmes aimed at men and boys; established boys’ networks in schools and trained parents and teachers in advocacy.
- Collaborated with the Ministry of Gender Equality and Child Welfare (MEGECW) in the drafting of the national Gender Action Plan with all relevant stakeholders; developed a National Training Manual on Engaging Men and Boys in GBV, SRH and HIV and AIDS.
- Initiated a father mentor programme, Real Men, which encourages male involvement in HIV and AIDS prevention strategies.
- Conducted a training of women leaders on male engagement in family planning and sexual and reproductive health under the Health Policy Project.
• Involved in the strategic planning meetings, men’s march for gender equality, newsletter, national workshops, trainings and media campaigns.

i) What have been your main lessons from your work on engaging men?

• Young people must be engaged from the very beginning of programmes.
• Men want to change but they don’t know how.
• Mentorship remains an important and appropriate strategy to improve men’s confidence.
• Involvement of men in the fight against gender-based violence contributes to increasing family income.
• Women’s rights are better promoted when men understand gender and are supportive of women’s rights, especially through the MenEngage approach, which promotes dialogue at different levels, in the family, community, nationally and regionally.
• One lesson is an understanding that men and boys are appreciating the need to be engaged in advocacy work in order to end violence on women and girls.
• The work we do requires leadership from top management to integrate male engagement across all structures within an organisation or institution.
• Providing results-based and evidence-based programming requires technical assistance.
• Peer education is essential.
• Boys and men are willing to participate if constructively engaged, and are often more comfortable when they are engaged by fellow men.
• We need to engage men in a self-reflective process, and men should be addressed systematically in the different social places they participate in.
• We need to build a strategy to deal comprehensively with ‘side’ issues such as poverty and unemployment.

j) What have been the main challenges in your work on engaging men?

• Traditional gender norms and harmful cultural practices;
• Resistance from traditional and religious leaders to accept gender equality, a lack of resources especially funding, the patriarchal system, logistics, and war and insecurity;
• MenEngage is a new approach to male involvement and there are cultural barriers that hinder the implementation of the programme e.g. traditional norms.
• A large number of organisations and institutions felt that they needed budget allocations (which they did not have) to enable them to integrate male involvement with gender work and this prevented them from taking the issues forward.
• Absence of buy-in from top level management of organisations and institutions;
• There is a shortage of technical expertise in engaging men and boys in order to scale up the work.
• Monitoring and evaluation;
• Resource mobilisation;
• Inadequate funding to run the different programmes being implemented, like support supervision to the branches;
• Meeting the increased demand at the community level for male engagement programmes.

k) Programme tools and Standard Operating Procedures

• In response to this question, six of the organisations indicated that they do utilise Standard Operating Procedures (SOP) in their programmes, while two organisations indicated that they don’t utilise SOP.
While six of the organisations have developed tools or resources relevant to engaging men in SRHR, Gender, HIV and AIDS, LGBTI issues, and youth, two organisations have no tools.

I) Staff technical competency

Currently, the overall number of technically competent staff over all eight organisations is as follows:

- There is a total of 11 newcomers (novices),
- 28 knowledgeable personnel, and
- 35 experts.

The overall total number of trainers is as follows:

- 7 newcomers,
- 24 knowledgeable personnel, and
- 80 experts.

Monitoring, Evaluation and Reporting

m) How do you rate your MER systems on engaging men in gender equality?

- In responding to this question, six out of the eight organisations indicated that there is a clear need for capacity building, while two said that there is reasonable capacity in place.

![Figure 5: Monitoring, evaluation and reporting](image)

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Figure 5: Monitoring, evaluation and reporting
As shown in the graph (figure 5), the capacity to implement MER systems is as follows:

**General knowledge of MER systems**
- Six out of the eight organisations have indicated that they have a general knowledge of MER systems;
- One out of the eight organisations indicated a clear need for capacity building on MER systems;
- One out of the eight organisations indicated that MER systems are not applicable in their programmes.

**Monitoring, evaluation and reporting documentation procedures**
- Two of the eight organisations have clear MER documentation procedures;
- Five said that there is a need for capacity building;
- One out of the eight organisations indicated that it was not applicable.

**The organisation sets time to reflect on the MER findings**
- Five of the eight organisations sets time to reflect on the MER findings;
- Three indicated that there is a need for capacity building.

**The organisation has a dedicated staff for MER system**
- Three out of the eight organisations have dedicated staff for MER;
- Five said that they don’t have and there is a clear need for capacity building.

**Organisations’ capacity to monitor the technical quality of implementing staff**
- Four out of the eight organisations monitor the technical quality of implementation staff;
- Two out the eight organisations do not, and indicated a need for capacity building;
- Two said it was not applicable.

**Specific tools to solicit feedback**
- Four out of the eight organisations have specific tools to solicit feedback from the partners they work with;
- Two indicated a clear need for capacity building;
- Two indicated that it was not applicable.

**Routine collection of data/feedback from the communities they work in**
- Four out of the eight organisations said they have reasonable capacity in place;
- One indicated that it requires capacity building;
- Three out of the eight organisations said it was not applicable.

**Monitoring, evaluation and reporting system to measure the effectiveness of advocacy efforts**
- Four out of the eight organisations indicated that they have an MER system to measure the effectiveness of their advocacy efforts;
- Three don’t have an MER system in place and require technical assistance;
- One out of the eight organisations indicated that the MER system was not applicable to their organisation’s programmes.
**Policy and advocacy development**

![Graph showing capacity to influence and implement policies](image)

Figure 6 above shows organisations’ capacity to influence policymakers and policy implementation.

**Capacity to identify policy that contains specific reference to work with men and boys**
- Three out of the eight organisations indicated that there is a clear need for capacity building;
- Two out of the eight organisations indicated a basic level of capacity;
- Two have reasonable capacity;
- One organisation has high level of capacity.

**Capacity to identify policy gaps on work with men and boys in their country**
- Two of the eight organisations indicated that there is a clear need for capacity building;
- Three out of the eight organisations indicated that they have basic capacity;
- Three out the eight organisations indicated reasonable capacity.

**Capacity to implement advocacy around policy change**
- Two out of the eight organisations indicated a need for capacity building;
- Two out of the eight organisation indicated that they have a basic level capacity;
- Two indicated reasonable capacity;
- Two out of the eight organisations have a high level of capacity.

**Ability to build relationships with policymakers**
- Two indicated a clear need for capacity building;
- Two indicated a basic capacity;
- Three indicated reasonable capacity;
- One has a high level of capacity in place.
Ability to monitor policy implementation
• Two out the eight organisations indicated a need for capacity building;
• Two out of the eight organisations indicated that they have basic capacity;
• Three out the eight organisations indicated reasonable capacity;
• One out of the eight organisations indicated a high level of capacity in place.

Ability to build relationships with formal, non-formal and traditional leadership
• One out the eight organisations indicated that there is a clear need for capacity building;
• Two out of the organisations said they have basic capacity;
• Three out of the organisations indicate that they have reasonable capacity;
• One out of the eight organisations has a high level of capacity in place.

Summary
All the eight organisations have indicated a clear need for capacity building in strengthening their working relationships with parliamentarians around working with men and boys on gender equality. Although three out of the eight organisations indicated strength in a number of areas, there is a still clear need to build the capacity of the organisations in these areas and show how these sub-topics are interlinked. These areas are the following: the ability to build relationships with formal, non-formal and traditional leadership; the ability to monitor policy implementation; the ability to build relationships with policymakers; and the ability to identify policy that contains specific reference to work with men and boys.

n) Key policymaking stakeholders with whom the organisations are currently working are as follows:
Members of parliament, traditional leaders, religious leaders, youth leaders, ministers and councillors, government ministries, health staff, police, heads of schools, legal assistance professionals; community leaders, and HIV and AIDS organisations.

Working with Youth

![Figure 7: Capacity to work with young people](image)
The above graph (figure 7) illustrates the organisations’ capacity to work with youth:

**Capacity to work with the youth as a target group on issues of men and boys and gender equality**

- One out of the eight organisations indicated a clear need for capacity building;
- Two have a basic level of capacity;
- Three have reasonable capacity;
- Two have a high level of capacity in place.

**The organisations’ ability to meaningfully engage young people in programme work**

- Three of the organisations have a basic capacity level;
- Three have a reasonable capacity level;
- Two have a high level of capacity in place.

**The organisations’ ability to target key programme messages at youth, on engaging men and boys**

- Two of the organisations have a clear need for capacity building;
- Three have a basic level of capacity;
- One has a reasonable level;
- Two have high capacity.

**Organisations’ capacity to identify young people who can work as advocates for your work with men and boys**

- Three of the organisations has a basic level of capacity;
- Two have a reasonable capacity;
- Three have a high level capacity in place.

**o) Describe how young people are being meaningfully engaged in your programme.**

- Young people are involved in decision-making processes, from consultative meetings to planning and implementation. Young people are also trained in adaptive leadership skills programmes.
- Sensitization campaigns are conducted in schools. The organisation then creates anti-GBV and anti-HIV and AIDS clubs in those schools.
- One organisation partnered with youth from the University of Namibia, which has a peer education programme designed to reach out to youth at tertiary institutions and in schools. The organisation worked with them to build their capacity to carry out work with youth in a more strategic fashion and to ensure that the programme addressed issues of GBV and HIV and AIDS.
- One organisation established a boys’ network in five schools.
- One organisation incorporates youth in the organisation’s steering committee.

**p) Describe any programmes or plans that the organisation has specifically for young people.**

- MenEngage Sierra Leone will be establishing a youth alliance called MESiLYA, and will expand on youth projects in schools and colleges.
- One organisation will increase the numbers and involvement of young people in its activities, and will partner with teachers in this work to increase work with schools.
• One organisation plans to build the capacity of youth clubs (anti-GBV and anti-HIV and AIDS clubs), organise workshops on reproductive health, and organise cultural and sports activities to conduct GBV and HIV and AIDS prevention campaigns.
• Recently a national curriculum for working with men and boys was developed for the Ministry of Gender Equality and Child Welfare. This newly developed youth curriculum will be used with young people.
• The Uganda Young Positives, conduct in-school seminars and health talks, organise outreach programmes on HIV prevention and behavioural change in schools.

Summary

All the organisations are working with young people one way or another and they have reasonable capacity to engage young people. However, there is still a clear need to further strengthen organisations’ capacity to work with young men particularly. The key areas for strengthening are how to retain young people, keeping them motivated and committed to their work.

Gender-based Violence

![Figure 8: Capacity to address GBV issues](image)

The above graph (figure 8) illustrates the organisations' capacity to address gender-based violence:

Organisational capacity to work with policymakers around GBV issues

• Four out of the eight organisations have basic capacity in place;
• One has reasonable capacity;
• Three have high capacity.
Capacity to identify policy gaps on issues of men and boys and GBV

- Two out of the eight organisations have a clear need for capacity building;
- Three have a basic level of capacity;
- One has a high level of capacity in place.

Ability to target men, women and youth in the community on issues of male involvement around GBV issues

- Three out of the eight organisations indicated that they have a basic level of capacity in place;
- Three have a reasonable level of capacity in place;
- Two have a high level of capacity in place.

Capacity to identify other GBV organisations that can work as advocates for your work with men and boys

- Two of the eight organisations have a basic level of capacity in place;
- One has a reasonable level of capacity;
- Five have a high level of capacity in place.

r) Description of any programmes or plans that the organisations have specifically for engaging men and boys on GBV advocacy.

- There are plans to engage with policymakers on advancing women’s and girls’ rights, to conduct advocacy on GBV laws and policies, and to form parliamentary forum for engaging men and boys.
- There are plans to enhance dialogue among men by leading consciousness-raising groups, conducting advocacy campaigns and positive male role modelling programmes for effective GBV advocacy in Rwandan communities and workplaces. There are plans to create sustainable focal points in order to sensitize more men on the value of GBV prevention in Rwanda, to promote capacity building for young people through training on SGBV prevention, in order to create an anti GBV language and attitude among the youth.
- There are plans to target other groups that are not currently involved in GBV work, such as traditional advisers.
- There are plans to continue to support the development and implementation of national policies and plans aimed at reducing child abuse and GBV.
- There are plans to provide technical support to build capacity of PEPFAR partners, men’s networks and HIV Counselling Testing (HCT) centres to ensure sustainability of male engagement and gender strategies in their activities. This technical support to existing HIV and AIDS programmes will address GBV as a structural driver of the HIV epidemic.
- There are plans to provide community sensitization on violence and alternatives for conflict resolution targeting adolescents and adults through existing structures.
- There are plans for work with religious, traditional and political leaders to enable them to guide their communities in addressing GBV and harmful gender norms.
- There are plans to take the “Together for transformation” initiative forward which is a gender transformative programme dedicated to men and boys against SGBV and HIV and AIDS.
- There are plans to distribute user-friendly IEC materials for engaging men and boys in GBV prevention, organise radio talk shows on engaging men in GBV advocacy, develop public sensitization messages about GBV and display them on billboards, and organise an advocacy day specifically for engaging men and boys on GBV e.g. on positive father’s day.
- There are plans to disseminate policies scanned on GBV laws, train traditional leaders and
government representatives, build capacity of partner organisations and mobilise the community.

• There are plans to provide media based programmes and offer a male programme in partnership with a women’s shelter.

**Summary**

Overall, the organisations have a basic and reasonable level of capacity in place when it comes to issues of gender based violence. They have done some work with different groups like faith based organisations, traditional leaders, and government, but there is still a need to provide further support on the content and analysis of violence with men and women. There is a clear need to further build the capacity of the organisations to meaningfully engage men and women in preventing and responding to gender based violence. Only three out of the eight organisations indicate a high level of organisational capacity to work with policymakers on GBV issues, and only five out the eight organisations indicated a high level of capacity to identify other GBV organisations who can work as advocates for their work with men and boys.

**HIV and AIDS**

![Figure 9: Capacity to address HIV and AIDS-related issues](image)

The above graph (figure 9) displays the organisations’ capacity to address HIV and AIDS-related issues.
Capacity to work with communities on HIV and AIDS
- Four out of the eight organisations have basic capacity in place;
- One has reasonable capacity in place;
- Three have a high level of capacity in place.

Capacity to identify policy gaps on issues of men and boys in HIV and AIDS policy
- Two out of the eight organisations have a clear need for capacity building;
- Three have a basic level of capacity in place;
- One has reasonable capacity;
- Two have a high level of capacity for this work.

Ability to deliver messages about HIV and AIDS and male involvement to communities
- Four out of the eight organisations have reasonable capacity in place;
- Four have high capacity.

Ability to identify topics on the intersection of GBV and HIV and AIDS:
- One has a clear need for capacity building;
- Two have basic capacity in place;
- Two have a reasonable level of capacity in place;
- Three have a high level of capacity in place.

Capacity to identify HIV and AIDS organisations that can work as advocates for your work with men and boys
- One out of the eight organisations has a clear need for capacity building;
- Three have basic level of capacity in place;
- One has a reasonable level of capacity in place;
- Three have high capacity.

s) Description of any programmes or plans that the organisations have for engaging men and boys on HIV and AIDS advocacy.
- There are plans to strengthen the anti-HIV clubs in schools and other youth communities, to conduct trainings on HIV and AIDS prevention in schools and at community level, to introduce peer education activities in communities and institutions of higher learning.
- Training men as community focal point persons in prevention of mother to child transmission of HIV; disclosure, stigma and discrimination; gender-based violence; family planning; positive prevention, and couples counselling.
- There are plans to distribute IEC materials on HIV
- Engage partners in dialogue on the role of men in HIV and AIDS programmes.
- Carry out media advocacy on male engagement and conduct a social norms campaign.
- Conduct advocacy activities in the communication and social mobilisation campaigns.
Summary

According to the above information, none of the organisations indicated a high level of capacity in place, however, all the organisations are doing HIV and AIDS prevention work. Working with different communities and implement different activities focusing on men, there is still a need to build the capacity of these organisations so that they can all have a high level of capacity in place in all the different topics as highlighted on the graph.

Partnerships and network building

![Figure 10: Capacity to build partnerships](image)

The following is illustrated on the above graph (figure 10) that presents the organisations' capacity on partnerships and network building.

Capacity to build and maintain meaningful partnerships with other organisations

- Three out of the eight organisations indicated a basic level of capacity in place;
- Two indicated they have a reasonable level of capacity in place;
- Three have a high level of capacity in place.

Organisational partnership management strategy

- Seven out of the eight organisations indicated a clear need for capacity building;
- And only one out of the eight organisations has a basic level of capacity in place.
Implementation of service level agreements or memoranda of understanding with all your partners

- Four out of the eight organisations indicated basic level capacity in place;
- Four out of the eight organisations indicated a clear need for capacity building.

Key stakeholders that the organisations are currently affiliated with include the following:

- MenEngage Africa, Democracy Sierra Leone, WASH-NET Sierra Leone and National Movement for Emancipation and Progress NAMEP
- SGBV prevention and protection cluster coordinated by UNHC, Martin Luther King group, Women World March, PEREXC, BIFERD
- Regional Network of Men against GBV, GBV prevention network, MenEngage Network, White Ribbon Alliance;
- Ministry of Gender Equality and Child Welfare, Ministry of Health & Social Services, USAID-funded organisations in Namibia;
- Joint United Nations Programme on HIV and AIDS (UNAIDS), Protecting Families Against HIV and AIDS (PREFA), The AIDS Support Organization (TASO Uganda), Uganda Network on Law Ethics and HIV and AIDS (UGANET), AIDS Vaccine Advocacy Initiative, Ministry of Health (AVAC), - Uganda Network of AIDS Service Organizations (UNASO), AIDS Information Centre (AIC), The Young Positives, International Community of Women living with HIV and AIDS (ICW);
- Men’s Movement Against AIDS Kenya (MMAAK), NACC, Forum for Sustainable Development and Empowerment (FOSDEM), Margaret Wanzuu Foundation, Family Health Options Kenya, Ministry of Gender, Children and Social Development.

Summary

Currently, the organisations are affiliated and are coordinating a number of networks. However, there is a clear need to build the organisations’ capacity on organisational partnership management strategy. This indicates that the capacity building programme should address the following: the capacity to build and maintain meaningful partnership with other organisations and implementation of service level agreements or memoranda of understanding with all partners.

Working with different communities and implement different activities focusing on men, there is still a need to build the capacity of these organisations
Programme implementation – scope of work

The above graph (figure 11) depicts the organisations’ type of programme implementation.

Advocacy (the ability to influence decision makers)

- Two out of the eight organisations indicated a clear need for capacity building;
- Two have a basic level of capacity in place;
- One has a reasonable level of capacity in place;
- Three have a high level of capacity in place.

Ability to address challenges associated with LGBTI matters

- Three out of the eight organisations have indicated a clear need for capacity building;
- Two indicated a reasonable level of capacity in place;
- Three have a high level of capacity in place.

 Behaviour change approaches (group education, peer education, integrated approaches)

- One out of the eight organisations indicated a basic level of capacity in place;
- Four of the organisation indicated that they have reasonable capacity in place;
- Three have a high level of capacity in place.
Community-based interventions (theatre, debates, etc.)
- One out of the eight organisations has a basic level of capacity in place;
- Four have reasonable capacity in place;
- Three have a high level of capacity in place.

Community mobilization (mobilizing volunteers in the community)
- One out of the eight organisations indicated a clear need for capacity building;
- One out of the eight organisations has a basic level of capacity in place;
- Three out of the eight organisations have reasonable capacity in place;
- Three out of the eight organisations have a high level of capacity in place.

Communication/mass media campaigning (posters, TV spots, radio announcements, etc.)
- Three out of the eight organisations indicated a clear need for capacity building;
- Two of the eight organisations have a basic level of capacity in place;
- One reasonable capacity in place;
- Two have a high level of capacity in place.

Economic development (microenterprise)
- Five out of the eight organisations indicated that there is a clear need for capacity building;
- One has basic capacity in place;
- One has reasonable capacity.

Qualitative research (evaluative research)
- Five out of the eight organisations indicated that there is a clear need for capacity building;
- One out of the eight organisations has indicated that it has basic capacity in place;
- One out of the eight organisations has a high level of capacity in place.

Qualitative research (operations/action research)
- Five out of the eight organisations indicated a clear need for capacity building;
- One out of the eight organisations has basic capacity level in place;
- One out of the eight organisations has a high level capacity in place.

Quantitative research (evaluative/operations/action research)
- Four out of the eight organisations have a clear need for capacity building;
- One out of the eight organisations has basic capacity;
- Two out of the eight organisations have reasonable capacity.

Service provision (e.g. counselling, health services, etc.)
- Three out of the eight organisations have a clear need for capacity building;
- One out of the eight organisations has basic capacity in place;
- One out of the eight organisations has reasonable capacity in place;
- Two out of the eight organisations have high capacity in place.

Staff development:
- Four out of the eight organisations have a clear need for capacity building;
- One out of the eight organisations has basic level capacity in place;
• One out of the eight organisations has reasonable capacity in place;
• Two out of the eight organisations have high capacity.

List of areas in which the organisations are interested in receiving training:
• Staff development, communication for change, community interventions;
• Behaviour change approaches (group education, peer-to-peer education, integrated approach), community mobilisation (mobilizing volunteers in the community);
• Training of trainers, mass mobilisation through media, social behaviour change and community mobilisation;
• Personal growth, basic counselling, peer group training, facilitation skills, HIV and AIDS counselling at certificate level; monitoring and evaluation at certificate level;
• Behavioural change approaches, and community mobilization to CSOs.

Summary

There is a clear need for capacity building on research with only one out of the eight organisations indicating a high level of capacity in place. There is also a need for building the organisations’ capacity to address the following: LGBTI issues; communication and mass media; community mobilisation; quality on service delivery and possibly on issues related to economic development.

There is also a need to build the capacity of the organisations with regards to staff retention with four out of the eight organisations indicating a clear need for capacity building in this area.

Immediate capacity requirements

Figure 12: Immediate capacity building requirements
As shown in the above graph (figure 12), the following were indicated as immediate requirements from the eight organisations:

Research in all areas
• Two out of the eight organisation indicated a high need of technical building;
• One out of the eight organisations indicated a medium need.

Policy advocacy on men’s engagement in all aspects
• Four of the organisations indicated a high need of capacity building;
• One indicated a medium need.

Designing of gender related messages on engaging men and boys
• Only one indicated a high need for capacity building.

Partnership building skills
• Three had a high requirement for immediate capacity building;
• One indicated a medium requirement;
• One indicated a low requirement.

Social norms and mobilisation:
• Only one out of the eight organisations indicated a high immediate capacity requirement;
• One indicated a medium requirement.

Monitoring and evaluation mechanisms skills:
• Two indicated a high immediate capacity building requirement;
• One indicated a medium requirement.

Capacity and skills to identify policy gaps in engaging men and boys in GBV, HIV and AIDS and youth policy
• Only two out of the eight organisations indicated a high immediate requirement for capacity building.

Communication/mass campaigning (posters, TV spots, radio public service announcements, etc.)
• One only indicated a high immediate requirement for capacity building.

BCC/ICT/support
• One out of the eight organisations indicated a high immediate requirement for capacity building;
• One indicated a medium requirement.

Resource mobilisation and Staff development
• Only one out of the eight organisations indicated a high immediate requirement for capacity building.

Summary
The organisations need immediate capacity building in the following areas: MER systems, partnerships and network building, research in all areas, policy advocacy on men’s engagement in all aspects, and capacity and skills to identify policy gaps in engaging men in GBV, HIV and AIDS and youth policy. Although not all the organisations responded to this section, there is still a need for capacity building on resource mobilisations and human resource management.
General Recommendations

• The organisations should be trained on research in specific areas (work with young people, gender, GBV prevention, SRH and maternal health within the context of work to engage men in gender equality) particularly on collecting and documenting evidence which will inform their work.

• The organisations should be trained on policy development and advocacy on men’s engagement in all aspects, especially on how to interact with government departments and how to influence policymakers.

• The organisations should be trained on how to design gender related messages on engaging men and boys.

• The organisations should be trained on how to build partnerships and networks, how to sustain them, and how to use them as a referral system.

• Training should be conducted on social norms and mobilisation, although not all the organisations responded to this question.

• Organisations should be trained on monitoring and evaluation skills, and there should be an emphasis on the usage of baselines, mid-term progress reviews of the programmes and an ongoing process monitoring and evaluation of the programmes and reporting mechanisms. Disaggregation of statistics should also be stressed as important, e.g. results by age, sex, etc.

• The organisations should be capacitated to identify policy gaps in engaging men in GBV, HIV and AIDS and youth policy.

• The organisations should be capacitated on how to use ICT and mass communication campaigns which will have relevant messages for different target groups.

• The organisations also indicated a need to be trained on resource mobilisation and staff development, especially on staff retention.

• Financial and operational training for the partners should be offered, especially on financial reporting and the sub-agreement process.
Way Forward

Based on the above findings (figure 12), Sonke organised and facilitated a residential four (4) day capacity building workshop for the implementing partners who completed the organisational assessment tool in July 2012. During the training, Sonke undertook one-on-one discussions with the individual organisations, clarifying some of the key results from the Assessment audit and also providing the organisations an opportunity to raise any other concerns which were not highlighted in the Assessment audit. Based on the results of the assessment audit and the input from the partners.

As a way forward, Sonke is currently developing a capacity building strategy document, taking forward future plans and the provision of Technical assistance. Sonke will also use the OCA results as a baseline and repeat the assessment process with the partners in the future in order to review the extent to which the organisational capacity has been strengthened, and identify any remaining gaps and challenges, thus this will be highlighted in the capacity building strategic document.
Conclusion

The organisations were assessed on different areas of their work and expertise. It was identified that these organisations have strong skills and capacities in a number of areas, which allow effective and important work to be undertaken. However, there is still a high need for training on policy development, research, monitoring and evaluation and how to develop gender transformative messages addressing issues pertaining to both women and men, boys and girls. The assessment was based specifically on the capacity of the organisations to implement their programmes efficiently and productively and to enable Sonke to develop a training programme which will inform the capacity building training workshop and other capacity building activities, such as the MenEngage Africa Training Initiative (MATI) course.

The capacity assessment results have identified many important and useful lessons for strengthening programmes that engage men for gender equality. These results provide a strong foundation from which Sonke, together with the MenEngage network partners, can broaden and deepen the impact of our activities across the region, as part of our collective efforts to continue to improve the lives of women, children and men in Africa.