THE MENENGAGE ALLIANCE

ACCOUNTABILITY TOOLKIT

(DRAFT VERSION 001)
Acknowledgements:

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_We encourage organizations affiliated with the MenEngage Alliance to pilot this draft version and send us feedback to info@menengage.org in order to improve the toolkit._

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(Draft version)

Forward

Why is a training toolkit on accountability necessary?

The training toolkit was developed to complement and put into practice the MenEngage Accountability Standards and Guidelines. Through critical dialogue around what it means to be accountable to women’s rights and other important stakeholders, organizations will be able to define the ways in which a culture of accountability can be promoted within their own organization.

Above all, these efforts are underpinned by the MenEngage Alliance’s commitment to act in accordance with the MenEngage Core Principles and Code of Conduct, and ensure that members act in a manner that upholds our collective work and the integrity of the alliance.

What does it contain?

The training toolkit contains four practical sessions and supporting tools (such as case studies) modeled from existing gender-transformative methodologies. In addition to provoking dialogue on issues of accountability, these sessions aim to aid organizations in developing concrete strategies for prevention and response in cases of breaches of good conduct. The toolkit also provides key definitions, a tool to develop a timeline for implementation, and another tool to conduct a self-evaluation.

Who is it for?

The intended users of this toolkit are organizations and networks belonging to the MenEngage Alliance, but it is also useful for other organizations working in the field of engaging men and boys for gender equality.

How should it be used?

The toolkit can be carried out as a two-day workshop session, or one session at a time over a one-week period. It can be carried out at the organizational level (i.e., with other staff members and implementing partners), and/or at the national level, such as with members of a national MenEngage network.
Introduction

The MenEngage Alliance strives to be a global, unified voice and network for advocacy, information-sharing and capacity-building around engaging men and boys in gender equality, in collaboration with existing efforts to promote the rights of women and girls. But some have questioned whether the work with men contributes to the goals and objectives of the women’s rights organizations and the broad cause of achieving gender equality. This requires us to ask, “What does it mean to say that MenEngage is accountable to women’s rights organizations, and other key groups?”

Within the context of the work of the MenEngage Alliance, being “accountable” means:

- Being critically aware of one’s own power and privilege;
- Being open to constructive criticism;
- Being responsible for one’s actions;
- Following through on what is said will be done;
- Taking action to address behavior or beliefs that go against the MenEngage Principles, by individuals and groups both inside and outside the workplace;
- Openly acknowledging any harm caused, and developing and implementing solutions to make amends.

This definition emphasizes that being accountable is a proactive responsibility, meaning that the onus falls on the individual to behave in a manner consistent with the MenEngage Principles and Code of Conduct. Furthermore, though MenEngage established a set of standards that describes how to be accountable in our work, we should not be overly reliant on mechanisms to ensure our principles and actions align.

Objectives of the Toolkit

In order to operationalize the beliefs and principles around accountability for its members, MenEngage developed the “MenEngage Accountability Standards and Guidelines”. This toolkit aims to complement that document by supporting MenEngage members in putting these standards into practice. The overall objectives of the toolkit are the following:

- Individual members become sensitized to and informed about the importance of accountability and how it applies to the work of the MenEngage Alliance;
- Individual members understand the MenEngage Code of Conduct and Accountability Guidelines as two complementary documents;
- Individual members develop skills to implement measures of accountability through the support of educational tools (i.e., exercises, case studies);
Organizational members develop concrete strategies for prevention and response in cases of breaches of good conduct;
Organizational members are able to outline an adaptation of the Accountability Guidelines in accordance with their specific organizational context.

How to use this toolkit

This toolkit is ideally used with 8 to 15 people over two or three days. The facilitator should engage those participants working in the field of men and boys as well as of gender more broadly.

The toolkit contains four activity-based sessions that require from one to five hours. At the end of Sessions #2 and #4, participants are encouraged to fill out Tool #2: Putting It Into Practice, which will support organizations to agree on follow-up actions.

Evaluating Success

Before delving into the sessions, take time to fill out Tool #1: “Evaluating Success – An Organizational Assessment of Accountability.” This tool will assist your organization (or network) in establishing a baseline of accountability, and will highlight the areas where your team will need to do the most work! This tool is based on the MenEngage Accountability Standards. Feel free to share the results of the baseline with your fellow participants at the first session so that they are also aware of the gaps.

At the end of the accountability workshop, work with a small team to determine an appropriate moment to evaluate your organization’s (or network’s) progress by filling out the assessment once more.

Further Reading

Consider assigning a few of the following publications to workshop participants prior to the first session, to provide additional context for the discussion around accountability.


Key Terms

**Accountability** – Within the context of MenEngage’s work, accountability means:

- Being critically aware of one’s own power and privilege;
- Being open to constructive criticism;
- Being responsible for one’s actions;
- Following through on what is said will be done;
- Taking action to address behavior or beliefs that go against the MenEngage Core Principles, by individuals and groups both inside and outside the workplace;
- Openly acknowledging any harm caused, and developing and implementing solutions to make amends.

**Femininity** – How women are socialized and the discourses and practices that are associated with the different ways of being a woman. In short, what it means to be a woman.

**Feminism** – The belief that women should have equal political, social, sexual, intellectual and economic rights to men. Feminism is based on the principle that women and men are equal. Women and men should have the same power and influence in society and the same freedom to choose whatever life they want for themselves. Feminism recognizes that there are some biological differences between women and men. However, these differences should not be the basis for unequal treatment of women or LGBT people

**Gender** – Relations of power and the socially constructed roles, behaviors, activities, and attributes that a given society considers appropriate for men and women.

**Gender-based violence** – Any harm that is perpetrated against a person’s will; that has a negative impact on the physical or psychological health, development, and identity of the person; and that is the result of gendered power inequities that exploit distinctions between males and females, among males, and among females. Typically refers to men and boy’s violence against women and girls.

**Gender Equality** – Gender equality does not mean that men and women are the same, but that they have equal value and should be accorded equal treatment. Gender equality is achieved when women and men enjoy the same rights and access to opportunities in both private and public spheres including, but not limited to, economic and political participation and decision-making, education, and health.

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1 Raising voices definition cited in RLC.
Masculinity – How men are socialized and the discourses and practices that are associated with the different ways of being a man. In short, what it means to be a man.

Patriarchy – A system of society or government in which men hold status and power and women are largely excluded from both.

Sex – Refers to biological and reproductive differences based on genitalia, chromosomes, and hormones.3

Sexism – The ideology of male supremacy, of male superiority and of the beliefs that support and sustain it.4

Women’s rights organizations – Organizations that advocate for the rights of women and girls and are led by women. These organizations may have male members and may have men in leadership positions or they may be women-only.


4 RLC Curriculum
Session #1: Understanding Accountability and the MenEngage Code of Conduct

Purpose:
For participants to be able to understand the importance of the MenEngage Code of Conduct and its connection to accountability, and ground its relevance within their own work.

Materials:
Pens or pencils
Paper
Flipchart paper
Copies of the Code of Conduct (located at the end of this session)

Recommended Time:
2 hours

Procedure:
1. Introduce this session by explaining that throughout these next days, you will be working collaboratively to reflect on what it means to be accountable to others outside as well as to one another within the organization or MenEngage network. At the end of each session, there will be opportunities to discuss how to put these principles and values into practice at both an individual and an organizational level.

2. Write the word “ACCOUNTABILITY” on a piece of flipchart paper.

3. Ask participants what comes to mind when they think of the word “ACCOUNTABILITY” and write their responses on the flipchart.

4. In your own words, describe the MenEngage definition of accountability (see Key Terms). Feel free to write the definition on a separate flipchart and hang it up on the wall so that it is visible for the rest of the sessions.

5. Ask participants if there is anything that they notice about this definition.

6. After receiving a few responses, explain that the emphasis of accountability is on being pro-active and promoting accountability, rather than on response. Strategies for response will be discussed in a later session.


Adapted from Program M’s “Learning about Human Rights”.
8. Explain that the MenEngage Code of Conduct outlines how regional, national, organizational, and individual members should conduct themselves in a manner that is consistent with the values and principles of the MenEngage Alliance. These values and principles are centered on advancing gender equality, human rights and social justice. In short, the Code of Conduct is how we demonstrate accountability to those with whom we interact in our day-to-day lives.

9. Read the Code of Conduct aloud with the group.

10. Divide participants into small groups. Ask them to think of a time in which they acted accountably in their work with men and boys. Ask the following questions to probe these experiences:

- What did you do? In what ways did your actions proactively support accountability?
- Why did you decide to take action?
- Were there any costs to taking such an action? How?
- What were the reactions of others around you?

11. After 15 minutes, ask each group to present their ideas.

12. Based on the experiences and reflections shared by the participants, in plenary use some of the following questions to have a final discussion:

- What are ways that, as individuals, we can practice and promote accountability in our work and personal lives?
- What are ways that the organization/network can promote accountability within its structure, policies, etc.?
- To whom are we accountable and when?
- Are there individual and organizational privileges that are put at risk if you are accountable? If yes, what are they? How might this influence your decisions to be accountable or hold others accountable? Please be specific.
- What are other challenges to being accountable? How can they be overcome?
- How can we support others to be accountable? What methods can we use?
- Why is the MenEngage Code of Conduct important for ensuring our organization is accountable to others, especially to women’s rights organizations?
- Optional: Is there anything we should change or add to this Code of Conduct to make it more relevant to our context?

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6 Note: This could also be facilitated as a stand-alone session, especially if this is the first time the organization is establishing a Code of Conduct.
Close:
Wrap up the group discussion using the main ideas and learning that came up from this group. Also consider the following points to add:

- Accountability is an inextricable part of working in the field of engaging men and boys in gender equality;
- Being accountable is difficult—even for us gender equality activists (!)—because it requires a consistent challenging of our own power and privilege;
- By demonstrating accountability we are showing respect for those whom we work with, particularly women’s rights groups;
- We strengthen our relationships because being accountable requires openness, transparency and honesty;
- Being accountable opens us up to opportunities for growth and critical reflection. It allows us to reflect on and respond to political, social and moral challenges;
- Perhaps most importantly, being accountable shows that we are living out, to the best of our ability, the principles of gender equality.
Session #2: Working in Partnership with Women and Women’s Rights Organizations

Purpose:
To reflect on existing values when engaging women and women’s rights organizations. Building on the “MenEngage Accountability Standards and Guidelines”, to develop strategies to build and/or strengthen these relationships.

Materials:
Blank cards
Tape
Flipchart paper
Markers
Copies of a Values Assessment Chart

Recommended Time:
4 to 5 hours

Preparation
Prepare for this session by writing out the following values on a set of cards (one value per card): Power sharing, transparency, respect, empathy, justice, professionalism, equality, ethics, partnership, advocacy, leadership and dignity. Ensure you have enough “value cards” so that each participant will have one.

Read through the women’s rights section of the MenEngage Accountability Standards.

Procedure
Part One – Establishing Our Values
Introduce the session by presenting the purpose of the activity.

1. Explain that this activity will involve reflection and discussion about the personal and collective values of the organization (or network, if applicable) with respect to working with women and women’s rights groups. In the context of our work, “values” are principles necessary to guide our actions, decisions and perspectives.

7 Adapted from RLC Curriculum “What are our values as an organization”
8 Though the focus of this session is on women’s rights organizations, it can also be broadened to discuss other key stakeholders working in child rights, LGBTQ, PLHIV, and more.
(Draft version)

2. Ask participants to stand in a line with their backs to you, the facilitator. Tape one value to each participant’s back without letting him or her see what is written on the card.

3. Explain that participants must now go around the room and ask each other questions to discover what is written on their backs. From the answers they are given, participants will have to guess what their card says. The only rule is that their peers cannot tell them directly what it says. Give them five minutes for this.

4. Ask participants to form pairs and discuss the values written on their back, and why it is important in relation to engaging women and women’s rights groups. Allow 10 minutes for this.

5. Bring the group back together and sit in a circle. Ask for volunteers to share what they discussed with their partner.

6. Ask the following questions:

– While we are primarily accountable to feminist advocacy and service-based organizations, we are also accountable to women and women’s groups, to men, to funders, and to our communities as a whole. How do MenEngage organizations handle competing—and sometimes conflicting interests—amongst these different groups?
– How can an organization manage conflicts between different women’s rights organizations who may disagree about the value of engaging men and boys in gender equality?
– Why is it important for an organization working with men and boys to have a set of shared values when engaging women and partnering with women’s rights groups?
– What are the benefits to the organization? What about to women and women’s rights organizations?
– How can an organization develop a set of shared values when individuals within the organization may hold different personal values? How is this worked out?

7. Summarize the discussion by saying that for an organization, these values are critical for the promotion of a culture of accountability to women and women’s rights organizations and should be reflected in the way we implement our programs, organizational culture, structure and operations. There are no right or wrong answers. Rather it is important that each organization has a clear strategy for managing conflicts around accountability.

Part II – Values Assessment

8. Give each participant a copy of a Values Assessment Chart. See an example at the end of this exercise.
9. Give them 15 minutes to complete the chart by rating on a scale of 1 to 10 the extent to which each value is upheld and respected in different aspects of the organization’s (or network's) work, with 1 being the lowest and 10 being the highest.

10. Explain that the values listed in the first column were just discussed in the previous exercise, but that there are spaces to add additional values. Similarly, encourage participants to add additional columns if they wish to include other dimensions of the organization’s work.

11. Explain that this Assessment is for his or her own use and therefore will not be shared with the rest of the group. Encourage participants to be as honest in their assessment as possible.

**Example Values Assessment Chart**

<table>
<thead>
<tr>
<th>Values</th>
<th>Structure</th>
<th>Culture</th>
<th>Operations</th>
<th>Programs</th>
<th>Other...</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Management,</td>
<td>Internal dynamics and</td>
<td>Policies and procedures, staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>leadership,</td>
<td>communication</td>
<td>recruitment, professional</td>
<td></td>
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<td></td>
<td>decision-making</td>
<td></td>
<td>development</td>
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<td>Power sharing</td>
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<td>Transparency</td>
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<td>Respect</td>
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<td>Empathy</td>
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<tr>
<td>Justice</td>
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<tr>
<td>Professionalism</td>
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<tr>
<td>Equality</td>
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<tr>
<td>Ethics</td>
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<td></td>
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<tr>
<td>Partnership</td>
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<td>Advocacy</td>
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<tr>
<td>Leadership</td>
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<tr>
<td>Dignity</td>
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<tr>
<td>Other...</td>
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<tr>
<td>Other...</td>
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</tbody>
</table>

**Discussion Questions**

12. Ask participants to put their assessments away and discuss the following questions either in pairs or with the larger group:

– What did it feel like to assess the organization with respect to working with women and women’s rights organizations?
– Did any of the scores you gave surprise you?
– In which aspects is the organization strongest?
In which aspects is the organization the weakest?

Write down on flipchart paper the responses to the last question: *In which aspects is the organization the weakest?*

13. Present the following MenEngage Standards of Accountability (or an adapted version) to the group:

   “MenEngage members shall seek collaboration, open dialogue and constructive criticism from women’s rights organizations and other key stakeholders”

   “MenEngage members shall engage women’s rights groups and other key stakeholders to improve programs and initiatives on gender equality”

   “MenEngage members shall promote women’s leadership within the organization, and/or include representatives from women’s rights organizations on their boards of directors or similar governing bodies”

14. Explain that these are the minimum standards of accountability that MenEngage has established for working with women and women’s rights groups. Ask participants what they think about these standards and whether they address the weaknesses identified.

15. Wrap up the discussion by saying that the next part of this session will focus on developing concrete solutions to strengthen the work with women and women’s rights organizations.

*Part III – Developing Strategies and Solutions*

16. Divide participants into groups of 3 or 4.

17. In these groups, have them brainstorm achievable solutions to the identified weaknesses that can be implemented either in the short-term (one to three months) or in the long-term (six months to a year).

18. Assign one or more “weaknesses” to each group, or let them choose which ones they would like to address.

Below, see examples of solutions from the “MenEngage Accountability Standards and Guidelines”:
**Possible Solutions:**

**National Level**
(1) MenEngage national steering committees will include at least two women’s rights organizations

(2) Hold at least bi-annual meetings with key stakeholders (e.g., women’s groups, children’s rights groups)

**Organizational Level**
(1) When planning programs or initiatives, invite key stakeholders, especially women’s rights organizations as steering committee members or technical advisors

(2) Develop policies that promote women’s leadership within the organization, such as deciding that 50 percent of Board of Directors be from women’s rights organizations

(3) Appoint women to positions of leadership within the organization

19. Have participants present their ideas to the group and solicit feedback from the rest of the group after each presentation.

**Close:**
As the field of engaging men and boys grows, there is increasing global reflection on how to ensure that organizations maintain a level of accountability to women and girls, and that these are embedded as core principles of the work.

As organizations that seek to promote gender equality, it is imperative that we seek open dialogue, collaboration, and partnership with our women’s rights colleagues and that we institutionalize these practices within our organizations.

It is our responsibility to be mindful that our involvement in the field of gender equality does not unintentionally reinforce underlying power inequalities, and that we instead use these privileges to create space for women and girls to actively participate.

Perhaps most importantly, we must hold one another to account when we witness gender inequity being played out in front of us. Doing so will ensure that the MenEngage Core Principles and Code of Conduct are not mere pieces of paper but something that we live out in our everyday lives.

**Follow-up Action:**
As a final step, either in the group or with a working group on accountability, use the tool “Putting It into Practice – Timeline for Completion” to determine how and when the organization will put the solutions into practice.
Session #3: Developing Strategies for Supporting the MenEngage Accountability Standards in My Organization

Purpose:
To discuss how members can promote good accountability practices and prevent breaches of the Code of Conduct (and other kinds of misconduct).

Materials:
Copies of the MenEngage Standards of Accountability (included in the Annex of this toolkit)
Flipchart paper
Markers

Recommended Time:
2 hours

Preparation:
None needed

Procedure:
1. Explain that in the last sessions, we reflected on how to actively promote accountability within our organization and specifically in relation to women’s rights organizations. This next session will look at how the participants can develop concrete strategies to live out the values set forth in the MenEngage Code of Conduct and to prevent breaches of accountability more broadly. This session aims to build on the work done in Session #1.

2. Pass out copies of the MenEngage Accountability Standards.

3. Explain that the MenEngage Accountability Standards and Guidelines outline a general standard of accountability for the Global MenEngage Network. However, it is important to contextualize how to achieve these standards in a way that is in line with the organization.

(Note that this session omits one of the standards concerning hiring women to positions of leadership, since this was discussed in-depth in the previous session.)

4. Divide participants into three to five groups.

<table>
<thead>
<tr>
<th>Group 1: Institutional policies</th>
<th>MenEngage members shall establish a basic set of institutional policies that reflect respect for and commitment to an equitable work environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group 2:</td>
<td>MenEngage members shall ensure that all staff are aware of and understand the organization’s institutional policies</td>
</tr>
</tbody>
</table>
5. Have them discuss the following questions and record their responses on flipchart paper:
- Why should the organization meet this standard of accountability?
- What are the challenges presented by this standard?
- How should this standard be put into practice (one or two strategies)?
- Who needs to be involved to make it happen?
- How will we know if this standard of accountability is met?

Note: The “MenEngage Accountability Standards and Guidelines” provide guidance on how each can be put into practice, but groups should be encouraged to look beyond these and create strategies that make sense for their organizations.

6. Have each group present their flipcharts and solicit feedback from the rest of the participants. Allow 5 to 10 minutes for this.

7. Bring the larger group together to discuss the questions below.

Discussion:
- Will these standards be effective in promoting a culture of accountability within our organization? If not, how can we make them more effective?
- What are the possible difficulties of ensuring that we implement these strategies (e.g., time and energy, lack of funds, staff apathy, lack of accountability to the standards themselves such as having no one who can follow up, etc.)? How can we overcome these difficulties?
- Are there any accountability standards that we are missing that should also be put into practice? If so, what are they?

Close:
By putting accountability into practice at multiple levels of our organization we are ensuring that the measures we are taking are sustainable.
Most of our actions should be focused on prevention rather than on response. However, the next session will focus on what to do as an organization should a breach of accountability occur.

**Follow-up Action:**
As a final step, either in the group or with a working group on accountability, use the tool “Putting It into Practice – Timeline for Completion” to determine how and when the organization will put the proposed solutions into practice and who will do it.
Session #4: Developing Strategies for Response

**Purpose:**
Using the Accountability Guidelines as a reference (section on Responses), to develop concrete, contextually relevant mechanisms that prepare members to respond in fair and effective ways when concerns arise or complaints and allegations are made related to breaches of Code of Conduct by members of the Alliance.

**Materials:**
Copies of the Case Studies included at the end of this session

**Recommended Time:**
2 hours

**Preparation:**
If necessary, adapt these case studies to more accurately reflect accountability issues you and your colleagues face in your context.

**Procedure:**

1. Introduce the session by explaining the purpose of this session.

2. Divide participants into groups of two or three people and assign one case study per group.

3. Let the small groups prepare a small role-play or skit acting out the case study they were assigned and the proposed response. Give them about 5 to 10 minutes to prepare a 5-minute role-play.

4. Invite the first group to do their role-play.

5. Ask the following questions once the first group finishes performing⁹:

   - How realistic is this scene? How common are such experiences in our everyday professional and personal lives?
   - How would you react if you were “held accountable”?
   - In what ways is male privilege being acted out in this scene?
   - Why is the person acting out his male privilege acting this way?
   - What would it be like to hold others accountable?
   - How and when do you decide to step up?
   - How much time and energy is required?

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⁹ Some questions adapted from RLC Curriculum
(Draft version)

- How do you decide whether you will expend that time and energy?
- What are the risks of holding others accountable, especially colleagues, allies, friends, family and funders?
- Are there individual or institutional privileges you put at risk when you call for accountability? What are they?
- What are the costs of being an “accountable organization”?
- What are the benefits? Are they worth it?
- What other responses can we propose apart from what was presented by this group?

6. Ask the other groups to present their role-plays in turn, and ask the same questions as above.

If they are not mentioned, share some of the methods for responding to breaches of accountability from the MenEngage Accountability Standards and Guidelines section on Response.

Discussion:
What do these scenes teach us about how to make men more aware of their privilege and its reinforcement of patriarchy?
Which of these responses can be put into practice now?
What kind of support do we need to put these responses into practice?

Close:
Sometimes a breach of accountability comes from the unlikeliest of places—from a close friend or colleague. In these cases, it is difficult to respond adequately because of fear of injuring a friendship or professional connection. However, men holding other men to account is a critical part of challenging men’s privilege, status and power.

Follow-up Action:
As a final step, either in the group or with a working group on accountability, use the tool “Putting It into Practice – Timeline for Completion” to determine how and when the organization will put the solutions into practice.

Note, however, that some of the responses to breaches of accountability may be more individual (e.g., talking privately to a colleague about a sexist remark he made about women’s bodies). For these cases, consider creating a “personal document” that colleagues can reference by placing it next to or on their desks to remind them of the individual actions they can take.
Case Studies

Case Study #1:
You go online to check your Facebook feed. As you scroll down for the latest updates you see that a colleague—with whom you have spoken on panels at public events on gender equality—has posted the following comment:

“Same issues, different day! All feminists claim they want equality, but what they really want is power without responsibility!”

What do you do?

Case Study #2:
Sandra, a female manager, sits with you and other male colleagues in a meeting with the director of your organization. You notice that the men tend to talk to one another and, cut Sandra off in mid-sentence, and that the director only addresses the men present. When Sandra attempts to contribute to the discussion she is oftentimes ignored and at one point a male colleague even checks his phone rather than listen.

What do you do?

Case Study #3:
You and other colleagues decide to take a young volunteer out to lunch on his first day of work. As you are chatting about his plans for the weekend you ask if he plans to see a movie. He replies, “No, all the movies out now are for homos. I like action and adventure movies.”

What do you do?

Case Study #4:
You are on your way to work one day. On your walk you notice a billboard for a campaign that a partner organization has just launched promoting male condom use. The billboard ad says: “Hey man, it’s up to YOU to make your partner use a condom.”

What do you do?

Case Study #5:
You are on the review committee of the local MenEngage network and recently received an application from a local organization requesting membership. However, as the membership process moves forward, you and the members begin hearing complaints from other organizations, particularly from women’s rights groups, about the conduct of the group requesting membership.

What do you do?

Case Study #6:
Your organization is at a rally protesting police inaction on recent reported cases of domestic violence. As you are protesting, you notice that there is opposition to your rally and it is primarily composed of other men. You have noticed some of their faces at other women’s rights and gender equality-related events. They say that they are fighting to protect the “rights of men”. They believe that domestic violence laws unfairly protect women, and make it too easy to bring charges against men. It’s time to take action to address these groups.

What do you do?

Case Study #7:
The director of a women-led women’s rights NGO tells you that organizations like yours are taking attention and valuable resources away from issues concerning women and girls. She does not believe that men and boys deserve the same amount of attention as the issues facing women and girls.

How do you address her concern?
Next Steps... Working Toward the MenEngage “Gold Standard” of Accountability

Now that you and your team have completed the sessions on promoting accountability, it is time to look at how you will evaluate your success. Using Tool #1: Evaluating Success – An Organizational Assessment of Accountability, work with your team to determine at what point in the year/quarter/etc. will fill out the assessment. Once an organization can mark “Yes” to all the standards listed it can consider itself to be setting a “Gold Standard” of accountability!

This does not mean that the work of establishing a culture of accountability is over. Promoting accountability requires diligent work, ongoing support and persistent challenging of norms with one’s colleagues and other counterparts. However, the long-term benefits are immeasurable, not only to our key stakeholders such as women’s rights organizations, but also to our own organizations. By holding ourselves accountable we continue to break down potentially harmful practices and perceptions around gender and masculinity and work in more effective ways with one another.

Best of luck in your endeavors!
Tools

Tool #1: Evaluating Success – An Organizational Assessment of Accountability

<table>
<thead>
<tr>
<th>National Level</th>
<th>Notes/Needed Follow-Up</th>
</tr>
</thead>
<tbody>
<tr>
<td>MenEngage Network includes at least two women’s rights organizations.</td>
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<tr>
<td>MenEngage Network holds regular meetings (at least bi-annual) with women’s rights groups.</td>
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<td>When planning programs or initiatives, invite key stakeholders, especially members of women’s rights organizations, to be steering committee members or technical advisors.</td>
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<tr>
<td>MenEngage Network dialogues and seeks to increase the capacity of other organizations around accountability (e.g., holds online debate forums; shares Code of Conduct; etc.).</td>
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<thead>
<tr>
<th>Organizational</th>
<th>Alcohol and Drug Use:</th>
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<tr>
<td>My organization has necessary institutional policies in place (place an ‘X’ next to each policy):</td>
<td>Child Protection:</td>
</tr>
<tr>
<td>1) Alcohol and Drug Use</td>
<td>Sexual Harassment:</td>
</tr>
<tr>
<td>2) Child Protection</td>
<td>Nondiscrimination:</td>
</tr>
<tr>
<td>3) Sexual Harassment</td>
<td>Parental Leave:</td>
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<tr>
<td>Yes</td>
<td>No</td>
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**Tool #2: Putting It Into Practice – Timeline for Completion**

**Session #2 – Working in Partnership with Women and Women’s Rights Organizations**

<table>
<thead>
<tr>
<th>Solution</th>
<th>Who is responsible?</th>
<th>Who will follow up?</th>
<th>Timeline for Completion (Months)</th>
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**Session #3 – Developing Strategies for Supporting the MenEngage Accountability Standards in My Organization**

<table>
<thead>
<tr>
<th>Solution</th>
<th>Who is responsible?</th>
<th>Who will follow up?</th>
<th>Timeline for Completion (Months)</th>
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Session #4 – Developing Strategies for Response

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<tr>
<th>Solution</th>
<th>Who is responsible?</th>
<th>Who will follow up?</th>
<th>Timeline for Completion (Months)</th>
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Annex

MenEngage Accountability Standards
## MENENAGA ACCOUNTABILITY STANDARDS

### Summary Table

<table>
<thead>
<tr>
<th>#</th>
<th>Standard</th>
<th>Method of Accountability</th>
<th>Means of Verification</th>
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<tbody>
<tr>
<td></td>
<td><strong>Global and Regional Level</strong></td>
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<tr>
<td>1</td>
<td>MenEngage members in positions of leadership shall promote mutual accountability. They shall hold all members to the highest levels of accountability to stakeholders, particularly women's rights groups, and they shall remain accountable as well.</td>
<td>(1) Sign MenEngage Code of Conduct. (2) Disseminate and raise awareness, within the network, of the MenEngage Code of Conduct and the Accountability Guidelines.</td>
<td>(1) Signed MenEngage Code of Conduct. (2) Written communication about the dissemination of Codes of Conduct and Accountability Guidelines.</td>
</tr>
<tr>
<td>2</td>
<td>MenEngage leadership shall work together to support other members in finding solutions to issues of accountability.</td>
<td>(1) Include point-of-contact information in an “Accountability” section of the global and regional versions of MenEngage’s website where groups can file complaints. (2) MenEngage Regional or Global members address individual complaints and queries regarding questionable behavior.</td>
<td>(1) Documentation by relevant MenEngage members. (2) Documentation by MenEngage Global and relevant Regional Coordinator.</td>
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<td><strong>National Level</strong></td>
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<td>3</td>
<td>MenEngage members shall seek collaboration, open dialogue, and constructive criticism from women’s rights organizations and other key stakeholders.</td>
<td>(1) MenEngage national steering committees include at least two women’s rights organizations. (2) Hold at least bi-annual meetings with key stakeholders (e.g., women’s groups, children’s rights groups).</td>
<td>(1) Signed MOUs with women’s rights groups. (2) Minutes from these meetings, or other documentation that specifies the presence of key groups.</td>
</tr>
<tr>
<td>4</td>
<td>MenEngage members shall engage women's rights groups and other key stakeholders to improve programs and initiatives on gender equality.</td>
<td>When planning programs or initiatives, invite key stakeholders, especially members of women’s rights organizations, to be steering committee members or technical advisors.</td>
<td>Partnership agreements with key groups.</td>
</tr>
<tr>
<td>5</td>
<td>MenEngage members shall work with other social justice organizations to promote accountability and support the Core Principles.</td>
<td>Dialogue and seek to increase the capacity of organizations both within and outside the network by: • Sharing the MenEngage Core Principles and Code of Conduct • Hosting online discussions • Conducting accountability trainings.</td>
<td>Documentation of any and all of these strategies.</td>
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### Organizational Level

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| **6a** | MenEngage members shall establish a basic set of institutional policies that reflect respect for and commitment to an equitable work environment. | Establish institutional policies that address the following:  
1. Alcohol and Drug Use  
2. Child Protection  
3. Sexual Harassment  
4. Nondiscrimination  
5. Parental Leave (not standard, but strongly recommended) | Personnel or Human Resources handbook. |
| **6b** | MenEngage members shall ensure that all staff are aware of and understand the organization's institutional policies. | Disseminate these policies widely within the organization. | MenEngage members decide how they will ensure that staff understand all institutional policies. |
| **7** | MenEngage members shall promote women's leadership within their organizations, and/or include representatives from women's rights organizations on their boards of directors or similar governing bodies. | (1) Develop policies that promote women's leadership, such as a requirement that 50 percent of the members of the Board of Directors must be from women's rights organizations.  
(2) Appoint women to positions of leadership within the organization. | Institutional policy stating that a certain proportion of members of the Board of Directors shall be from women's rights organizations. |
| **8** | MenEngage members shall ensure that staff working with men and boys understand the MenEngage Code of Conduct or its regional/national adaptation. | As an organization, sign on to the MenEngage Code of Conduct. | Copy of signed MenEngage Code of Conduct. |
| **9** | When applicable, MenEngage members shall abide by international ethical standards and principles on research. | (1) Have the organization's staff take IRB training,  
and/or  
(2) As a MenEngage member, work with a reputable research institution that has experience in international research. | (1) Copy of IRB training certificate, and/or  
(2) Agreements that show partnership with research institution. |

### Individual Level

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(Draft version)
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<table>
<thead>
<tr>
<th>No.</th>
<th>Requirement</th>
<th>Action</th>
<th>Notes</th>
</tr>
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<tbody>
<tr>
<td>10</td>
<td>All MenEngage members shall agree to and sign on to a code of conduct that outlines expectations of gender equitable behavior</td>
<td>Sign a Code of Conduct</td>
<td>Copies of signed Code of Conduct</td>
</tr>
<tr>
<td>11</td>
<td>MenEngage members shall be knowledgeable of and put into practice the MenEngage Standards and Guidelines of Accountability.</td>
<td>Take part in the MenEngage accountability training.</td>
<td>Attendance lists from accountability training.</td>
</tr>
<tr>
<td>12</td>
<td>MenEngage members shall implement initiatives that promote critical self-reflection and challenging of social views.</td>
<td>(1) Set aside time in the staff meeting agenda to discuss staff's personal experiences with accountability and issues related to ethics and power. (2) Carry out periodic values clarification activities with staff.</td>
<td>Minutes from meetings and documentation of activities.</td>
</tr>
</tbody>
</table>