



MenEngage Alliance

working with men and boys for gender equality

Progress Evaluation of the MenEngage Alliance for the Period 2017 - 2020

A story of change

Final

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Executive Summary

Introduction

In mid-2020, Singizi Consulting Africa conducted an external evaluation of the MenEngage Alliance for the period 2017 – 2020. We focused on the **progress** made by Alliance against the key imperatives emerging from the last evaluation, with a view to **informing** the strategic priorities for the next phase of the Alliance's work. In doing this, we **assessed the relevance, value add and results** of the work of MenEngage Alliance, both for the network's membership base and for the broader field of engaging men and boys for gender justice, and **highlighted insights** for the development of the next (2021-2024) strategic plan.

The evaluation took place during the global pandemic, and, at the time of finalizing this report, we are seeing the beginning of the resultant, and widening, economic, financial, social, and political crisis. Even prior to the pandemic, the global backlash against feminism and against human rights, had been given expression in increased levels of violence meted out against communities because of race, gender, sexual orientations and gender identities and expressions, religious identities as well as against indigenous people and other marginalized communities (such as refugees). This is expected to worsen as the impact of the pandemic bites, and many respondents recognized this, speaking about the challenges of working in environments where there is so little stability and *"where it is difficult for people to live normally and peacefully."*

The context of the pandemic impacted on the way in which this evaluation was undertaken (entirely on-line) and likely impacted on responses provided to questions about change: many activists spoke of how challenging this period has been and the extent of the loss of rights experienced. In several countries, respondents raised specific concerns about increased levels of gender-based violence. Members strongly asserted that this environment makes the work of the Alliance more critical than ever suggesting that, *"MenEngage networks/members can function as a 'seawall', preventing men and boys from 'falling to the other side' and providing an alternative male voice and image that can block the potential hegemony of 'men's rights' men"*. This context will also influence the work of the Alliance over the next period, and the kinds of priorities on which the Alliance will need to focus.

Methodology

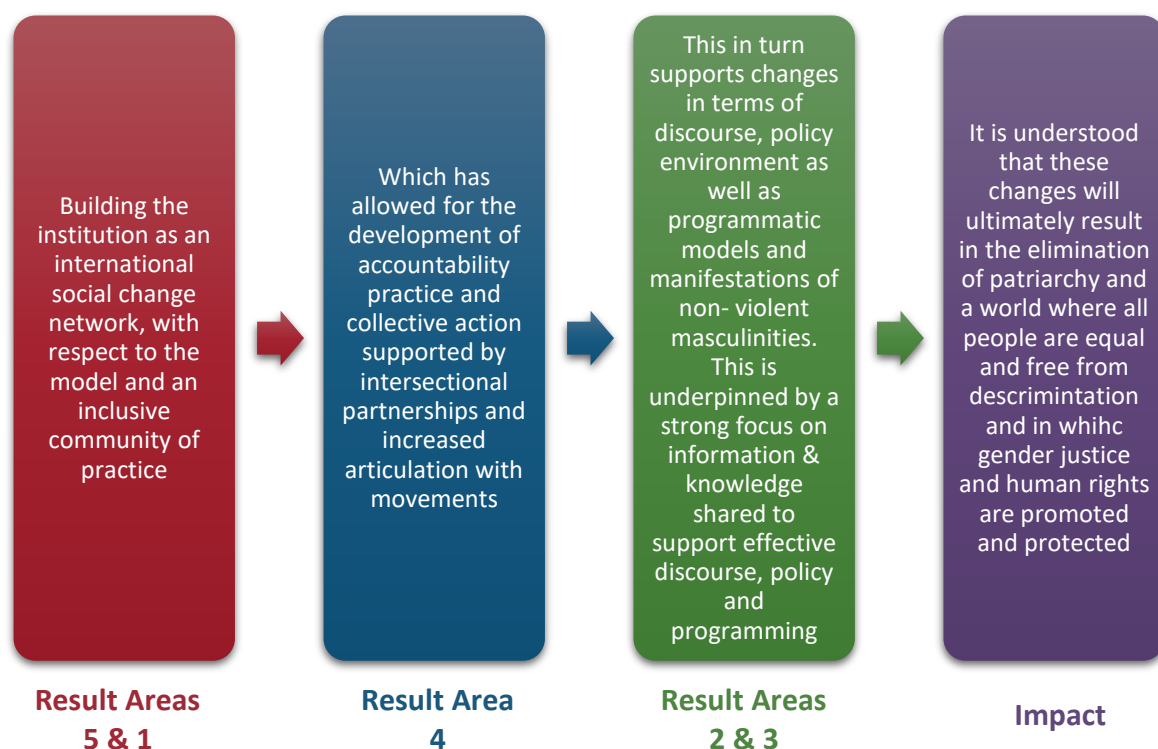
The evaluation primarily used an **Outcomes Harvesting approach**, a methodology that "collects evidence of what has changed and then, working backwards, determines whether and how an intervention contributed to these changes."¹ We began with an extensive review of internal documents, reports and resources provided by the Alliance, coupled with initial interviews and focus groups with the regional and global structures of the Alliance, which allowed us to 'harvest' outcomes (to collect evidence of what has changed). These harvested outcomes, coupled with the Theory of Change and the Key Evaluation Questions from the Terms of Reference (ToRs), were then used to develop a series of surveys administered to member of the Alliance at national, regional and global levels, to collect their input and to provide a platform for a diversity of voices. This included collecting stories of change as well as a 'story completion' activity (a feminist research methodology, which allows for the accessing and investigation of social discourses). The outcomes were then further refined through interviews and the administration of validation templates with both internal and external role players. The initial findings of this evaluation were also shared in a workshop organized by the Global Secretariat, which deepened and enriched the report.

¹ Wilson-Grau, R. *Outcome Harvesting*. Better Evaluation. 2015. Retrieved from http://betterevaluation.org/plan/approach/outcome_harvesting

Key Findings: Achievements

The first section of this summary focuses on the key findings of the evaluation in terms of the achievements and progress of the Alliance over the period under review. We highlight emerging issues and recommendations going forward.

The findings of the evaluation are organized against MenEngage Alliance's Theory of Change and consider both the Results Framework and the key evaluation questions. Specifically, the harvested outcomes show progress and change in:



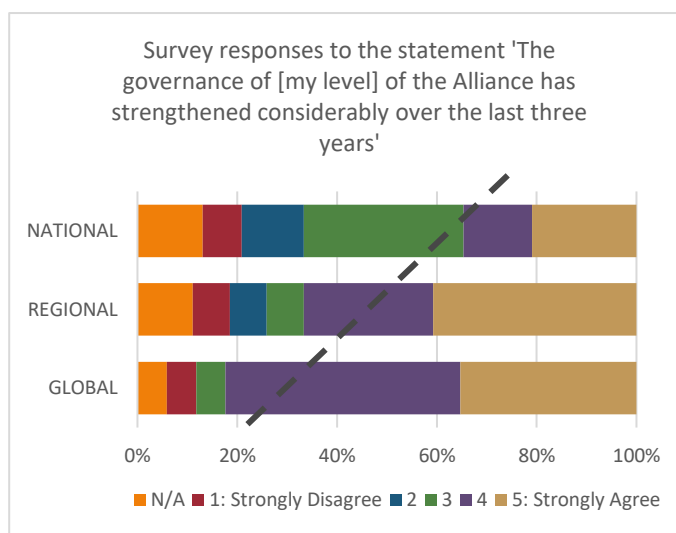
Institutional strengthening of the Network



This improvement in governance at a regional level can largely be attributed to the **network-building support** that has been provided to regional networks by the Global Alliance: regional network respondents indicated that they acknowledge and appreciate the support provided. There is clear evidence of a **shared understanding of the strategic plan** and of the theory of change at all three levels of the Network, and of **increased capacity to address priorities** by the structures and members of the Alliance at all levels:

“We are much more allied and strengthened in networking, and that means that the processes of dissemination and support for work in all parts of the country, can reach all people, in work with men, empowerment of women and children’s rights and girls”. The **funding** that was allocated to regions has been very valuable: respondents spoke to the importance of the sub-grants and the support of regional leadership to growing the work of the national networks and in assisting members to access resources. here is a need to consider how this can be sustained and leveraged across the Alliance. There is also strong evidence that **knowledge products have been developed and shared**, contributing to improved and more cohesive practice. Similarly, respondents recognize and appreciate the emphasis on **improving communication**, and regional respondents indicated particularly that they thought that the

Singizi has found that, in line with the recommendations of the previous evaluation, there has been a strong focus on institution building during the period under review. The **organization’s internal infrastructure** has been effectively established, including legal status, policies, and procedures (focusing on those that address sexual harassment and misconduct). There is a general view from interviewees that this infrastructural strengthening has led to an **improvement in governance**, specifically at Global and Regional level, and then to a lesser extent at national level, and evidence from the surveys supports this, as shown to the right. Respondents also recognize the level of diversity within the Global Secretariat, which allows regions to feel connected to the global structures. In general, there is an increased sense of **ownership and commitment** at all levels of the Alliance. This came through in the interviews and was probed in the surveys, where it was found that the sense of ownership and commitment is very strong at a global level: just over 80% of global respondents indicated that they agreed/strongly agreed with the statement that members had a strong sense of ownership of and commitment to the work at a global level. A lower percentage of respondents at a national and regional level selected this option, but both were over 50%: 54% of respondents at a national level and 52% of respondents at a regional level selected these options.



Global Secretariat communicates effectively. Respondents at all three levels indicated that they thought that their secretariats were using better and more efficient communication tools.

The focus of the strengthening of the network has contributed to the **growth and inclusiveness** of the network, in terms of both new members and countries and of the increased voice of young people, women and individuals with diverse sexual orientations and gender identities and expressions. The strengthened networks have also contributed to an **increased level of democratization**, in terms of decision making, transparency and opportunities for new leadership.

Ultimately, the evaluation has produced strong evidence that significant work has been done to establish *a strong, inclusive, democratic and sustainable MenEngage Alliance model (Result Area 5)*, which is leading to an organization that is *increasingly capable, inclusive, connected, mobilized [and able to amplify] local, country and regional work on engaging men and boys in gender transformative approaches (Result Area 1)*.

Collective actions and intersectional partnerships



Building off this strong institutional base, the evaluation surfaced strong evidence of *accountable practices and partnerships among MenEngage Alliance members and SRHR, women's rights and gender justice movements, based on solidarity, equality, justice, and feminist principles (Result Area 4)*. In particular, we found that there is a **growing understanding** of the values and principles of the Alliance, as given expression in the **Accountability Standards**, amongst members and partners. In the discourse analysis, that we undertook of the responses to the story stems: These responses highlight the ways in which members have grappled with their own

knowledge and attitudes as part of working in ways that are consistent with the Accountability Standards. These changes have made an important contribution to consolidating the strength of the network, supporting shifts in understanding and attitudes relating to **power and privilege in a manner that increasingly breaks down hierarchies within the Alliance**. and to the way in which partnerships and engagements with women's organizations as well as with feminist and social justice organizations/movements have been established. Respondents articulated an appreciation for the role of the network in creating a space with shared values and enabling collective action whilst ensuring that members continue to have autonomy: "*Because of the way we operate we built a culture and a connection as members that provides support and energy. This is really significant because we are working in a hostile environment – to be able to lean into others who are like-minded and share values*".

In particular, multiple **respondents from women's organizations spoke to their increased willingness to work with MenEngage** because of this commitment to accountability. This was particularly true at a global level and to a large extent at a regional level. These partnerships have been instrumental in the Alliance's ability to take forward advocacy and other actions: an external respondent, who was asked about the extent to which they agreed that the harvested outcome pertaining to strengthened partnerships leading to collective agreement on ways to take action has been achieved, confirmed that they thought this outcome had indeed been achieved, and stated that this achievement is seen as critical as work on men's engagement in SRHR needs to be in support of women's rights and autonomy to control their sexuality and fertility: *"while men need to be engaged, it cannot be to take over or make decisions about or at the expense of women's right to control their bodies, without which SRHR cannot be achieved"*

The extent to which MenEngage is part of a **movement** or collaborating with different movements in an ad-hoc manner was evidenced throughout the evaluation. There was evidence in this evaluation that the ways in which MenEngage has engaged with accountability has enabled the networks to contribute to wider social and gender justice movements. There is also an increasing awareness of intersectionality, and one Global respondent noted that the Alliance is able to speak out about *"climate change and our responsibility as MenEngage activists to speak up and do something about it. Now we are recognizing more the specific struggles of trans and non-binary people. Now we are talking more about accountability to the feminist movements and the LGBTQI movements as a cross cutting theme in all we do. And during these last few months after the murder of G Floyd and the protests, now we are talking more about racism and anti-blackness. In sum, it's an increase in political awareness."*

In Africa there was an Accountability Workshop which explored the concerns about engaging men and boys that were being highlighted by feminists in the region. This led to several important agreements being reached about ways to enhance accountability. Further MenEngage organized and co-hosted a range of public events, which provided opportunities for members and partners to dig deeper into the challenges and responsibilities that leaders in this field carry. These public spaces have provided space for many stakeholders to raise their concerns and, equally importantly, to make proposals on what needs to change.

Shifting discourse, policies, and models



The results in this evaluation suggest that, whilst the focus of the Alliance over this phase has been on the development of the structure and accountability practices, this work has yielded real change with respect to shifting discourse and policies on women and gender equality. This is based on the considerable evidence that the Alliance is working on its **advocacy strategy in a more coordinated manner**, including through the Advocacy Working Group (AWG), and has contributed to knowledge on transforming patriarchal masculinities and engaging men and boys gender justice. There is also evidence of the Alliance working to elevate the voice and experience of activists to the relevant forums.

This work is **increasingly recognized** outside of the Alliance, and we found evidence that members are ever more being invited to join policy processes, to participate in a wide range of forums at various levels, and that the input which members provide in these processes and forums is valued.

Ultimately, we saw that the work of the Alliance in these areas is contributing to the establishment of *an enabling policy*

environment for gender transformative approaches with men and boys to advance women's rights and gender justice, SRHR for all, GBV prevention, redistribution of unpaid care, peace and security (Result Area 2): there is clear evidence that the Alliance has contributed to shifting **discourse and policies** that support the inclusion of meaningful language to engage men and boys in ways that address gender justice. One respondent, speaking about the activities of the network in Southern Africa, indicated that the network has been able to mobilize and lobby for more commitment to *"gender equality by having governments ... implement gender equality protocols and engage in gender transformative policy development."* Another respondent, talking about Latin America, indicated that the network has had growing influence on the governments in the region, which are becoming more open to the MenEngage agenda, and provided as an example the changes made by a local government in Costa Rica, which *"made a call to hire a social organization to work on masculinities and in it required that the organization abide by the MenEngage Code of Ethics and apply to join the national MenEngage network"*.

The 'heatmap' diagram below, reflecting survey responses, shows that respondents at all three levels indicate that the influence on policy frameworks has been highest at a global level. Global and regional respondents gave a slightly higher average score to national influence than they did to regional influence; these scores were also higher than national respondents gave to this statement.

Analysis of average responses to statements on influencing policy frameworks (Taken from the surveys, 1 is strongly disagree and 5 is strongly agree)	GLOBAL RESPONSES	REGIONAL RESPONSES	NATIONAL RESPONSES
The Alliance has been able to effectively contribute to and influence global policy frameworks on women's rights and gender equality	4.1	4.0	3.7
The Regional Networks have generally been able to effectively contribute to and influence regional policy frameworks on women's rights and gender equality	3.3	3.5	3.3
The National/Sub-regional Networks have generally been able to effectively contribute to and influence country policy frameworks on women's rights and gender equality	3.4	3.6	3.3

Parallel to the work on influencing policy frameworks has been a focus on **sharing evidence-based resources to support effective** programming, and to enhance the efficacy of programs. Again, there is substantial evidence that *Programs, campaigns, advocacy efforts and organizations in the gender*

equality and human rights field are informed and strengthened by the information and knowledge produced by MenEngage Alliance and members on gender transformative, intersectional feminist and rights-based approaches to men and masculinities in addressing SRHR ... (Result Area 3) The Alliance has shared learning about programming, which has contributed to the strengthening of the capacity of members in terms of both programme design and implementation, resulting in more effective programming. Respondents in the survey were asked to rate the degree to which they thought that their strategy had addressed a number of priority issues over the past three years: an analysis of the perception of members about the ways in which these issues have been prioritized offered the following picture: at a global level respondents indicated there had been a strong focus on promoting SRHR, followed by advocacy to end violence and discrimination against women and girls, and then increased responsibility and uptake of unpaid care by men and boys and reducing homophobia/transphobia. This can be compared with the issues tackled at a regional level where it was found that ending violence and discrimination against women and girls was the key issue, followed by promoting SRHR and increasing men's and boy's active non-violent attitudes, roles and responsibilities to prevent violence, war, crises and armed conflict. This was similar at a national level although here the third largest area was that of increasing support amongst men and boys for women and girl's equal participation and leadership in political, economic, and public life. Respondents provided examples of how these changes in discourse, policy and programs have resulted in a shift towards the elimination of patriarchy and towards gender justice.

Emerging issues and recommendations to address in the next period

Strengthening governance at a national level

This report has highlighted the extent to which governance arrangements, at all levels, have been strengthened during the period under review. However, we found that there is a need to ensure that there is a sustained effort **to support country networks to strengthen their governance structures**, ensure that they are not reliant on one organization (and that larger organizations create spaces for smaller less resourced organizations) and enhance their capacity to develop clear action plans. In this regard it is noted that the support provided by the regional structure varies across regions: less than 50% of the national respondents in Africa, Caribbean North America and South Asia agreed or strongly agreed with the statement that the regional leadership has strengthened and that it is able to provide better support to the country networks. This suggests a need to support regions so that they can more effectively support and strengthen governance and operation of country networks.

Ensuring that the Network model adopts a horizontal approach to leadership and decision-making

There is an on-going imperative to challenge patriarchal models of leadership (which is still evidenced in a limited number of cases within the regions and/or countries) and make a conscious effort to ensure that **leadership is more fluid** (that is that organizations/individuals take on different roles and that there are mechanisms to ensure that leadership changes); that a **horizontal approach to decision making** is implemented; and that a more equitable measure of **determining who participates** in regional and global events (to ensure that this is not limited to only a few people from a region) are systematically applied. This encourages an approach to leadership that is **grounded in the Accountability Standards**. This form of leadership should also ensure that there are **spaces created within the network to address any concerns**, related to sexual harassment and/or other forms of abuse of power, should these emerge. This requires an **increased awareness of the Code of Ethics** (arising from the Accountability Standards) and **ways to ensure an adherence** to these standards.

Strengthening communication

Whilst respondents at all levels suggest that there are excellent communication tools, there is a need for **a stronger focus on internal communication**. In this regard several considerations are highlighted: there

is a need to consider how the global secretariat communicates with members at a national level. That is, whether this communication should only take place through the regional networks or, in some cases, directly? The choices that are made in this regard must both strengthen the relationships between regional and national and ensure that there is effective communication with national members. These arrangements need to address the concerns highlighted in the evaluation about **communication needing to be inclusive** in terms of language (French/Spanish) as well as reflecting a balance between the more ‘academic’ articulation of the role of men and boys in moving towards gender equality versus the language and approaches relied upon in community-based activities. The need for improved communication also extends to an increased focus on communicating key developments within the network (such as the allocation of sub-grants) as well as, critically, the need to support an increased sharing of educational resources at a national level (noting just under 40% of respondents at a national level indicate that they agree/strongly agree that they access these resources).

Accountability: partnerships and movement building

This evaluation has illustrated the **importance of the increased understanding of accountability**, for personal change as well as for strengthening and growing the network. The increased understanding and commitment to the Accountability Standards have also allowed the network to build more inclusive and quality partnerships with women’s organizations, social justice organizations and to a slightly lesser extent with LGBTIQ+ organizations (in part explained by the legal challenges in many countries in the network) and has ensured a stronger youth voice. However, some respondents suggest that there is still a need for **on-going work to build awareness** of the Standards at national level (less than half of all national respondents state that the regional network has created awareness and supported efforts to strengthen accountability). There also appears to be some unevenness across regions and countries about the level of inclusivity. There is a need to encourage conversations within the network about how to **sustain efforts to be inclusive** and to undertake this in a manner that continues to **value diversity**, ensure the full participation of members and continue to focus on drawing in men and boys. Further, there is a need to ensure that inclusivity reflects the national and regional imperatives giving concrete expression to the commitment to work in an intersectional way.

The other dimension of accountability relates to the need for an on-going conversation and awareness about **when the network should ‘show up and not take space’ and when it should play a more assertive role**: that is, when should MenEngage support, and primarily observe and listen, and ensure that women’s organizations (and LGBTIQ+ organizations) within the feminist movement lead. And when should MenEngage play a more proactive role, so that it sustains its own ‘niche’ and ensures that there are spaces created that engage men and boys for gender justice. This within the context of the imperative to collectively ‘advocate, for feminist-informed, gender transformative, human rights-based language & approaches to engaging men & boys & transforming masculinities’.

This need to **balance visibility with an awareness around creating space** also informs the approach the network takes in terms of when the network takes action as the network or when, instead, members take the lead. MenEngage, as a network, is defined by its shared sense of purpose that drives collective actions for gender justice. This means that it goes **beyond a community of practice**, where it simply creates spaces for the sharing of learning (which is a critical component of building the network as a horizontal structure), and, **through joint actions to realize change** (advocacy and programs) and **increase the impact of the activities of each individual member**. This shared purpose and commitment to action does not negate the value of members individually taking forward actions, perhaps utilizing learning through the network and/or MenEngage resources. However, we are suggesting that there should be an **on-going conversation** about when actions would have a greater impact if done as the collective and under the auspices of the MenEngage Network and when it may be preferable for actions to be undertaken by individual organizations (either with or without reference to their membership of the network).

Further, there is a need for more attention to be placed on the way in which MenEngage **interacts with movements**. There are still questions, emerging from this evaluation, about the extent to which the Alliance seeks to systemically contribute to the building of movements or, as is currently the case, participates in ad-hoc activities with movements. Our view is that, in order to contribute to change in an intersectional manner, there is a need to **be more purposeful and consistent** about the ways in which the network contributes to movement building.

Maintaining a balance: leveraging funding to support gender justice work more broadly

The evaluation has highlighted that respondents **value the funding** that they have received and can explain how this has assisted to strengthen the network at all levels. There is also evidence that the network has **encouraged members to adopt a collaborative approach to fundraising**. An analysis of the responses to the survey found that just over 30% of national respondents indicated that the sub-grant has assisted the regional network (working with the national networks) to leverage additional resources for their work at a national level. Respondents from all regions/countries hope that the sub-grant process continues, and some respondents requested that the funding reach countries and/or members that may not have directly benefitted from the sub-grant in the past.

These findings do not allow for a simplistic response: it almost goes without saying that there is a need to ensure that the **process of allocating funding is clearly and transparently communicated**, and that it is allocated specifically to **enable the activities of members** (with a bias towards support for women's organizations as well as organizations that may struggle to access funding, such as small organizations). However, there is a need to ensure that the network, rather than only fundraising for itself, also **plays a facilitative role** so that increased funding for the network as a whole translates into benefits for members and partners. Further, there is a need for the Alliance to consider how to manage its reliance on external donors through exploring what is possible to ask of its members in terms of in-kind contributions.

Learning, monitoring and evaluation: the value of the Theory of Change approach

The final set of recommendations relate to the learning, monitoring and evaluation (LME) process. Throughout this evaluation, **respondents expressed an appreciation for the evaluation and the extent to which it was implemented using a participatory design**. Respondents suggested that it is important that time is created to listen to the **perspectives of members and partners** regarding the work of the Alliance. There was a strong view that more regular evaluative activities would be advantageous, and that there is a need to find different ways of sharing this learning and documenting experiences such that members across the Alliance can understand the types of achievements being realized and, critically, the factors that enabled these changes.

Going forward we would recommend the following to ensure that the evaluative questions are addressed in a systemic way and that this contributes to on-going and collective learning:

- There is a **systematic focus on enabling a shared understanding, amongst members and partners, of the MenEngage Alliance's Theory of Change**. The ToC should be communicated in a way that allows for a clear articulation the pathways to change² within the MenEngage Alliance Theory of Change. That is, outlining the ways in which key interventions result in achieving outputs, which contribute to achieving the outcomes of the Alliance and ultimately to realizing the intended impact of the Alliance, is a central part of the narrative accompanying the Theory of Change and these pathways should be communicated in an accessible manner. This would support an understanding of how the strengthening of the network and its partnerships results in the Alliance's longer-term outcomes (such as policy change and effective programming) and how this contribute to the intended impact of the Alliance (ending of patriarchy and gender justice).

² Pathways to change refers to the different ways that we expect change to take place (and associated assumptions)

- The Theory of Change should be coupled with a **clear learning, monitoring and evaluation (LME) framework** with clear indicators of success. It is recommended that these indicators should be limited in number and that the framework should flag the indicators that can be monitored internally, by the structures of the network at each level; this should take into account the capacity at these levels to undertake monitoring and the need to support on-going learning. In addition to these indicators, the framework should also highlight which of the indicators will only be evaluated on an annual (or even at the mid-term) basis using the monitoring data as well as additional evaluative activities. This monitoring and evaluation work will allow for a learning process that supports a deeper understanding of whether the anticipated pathways to change ‘hold up’ and that enables members to adopt reflective practices that allow for adjustments to be made (in terms of assumptions, actions and even the focusing of outcomes) based on this learning.
- We would suggest that for the LME system to be utilized there is a need to **take the nature of the network into account**. The methods employed should be easy to complete (especially given the volunteer nature of the network), and should encourage participation as well as the horizontal sharing of experiences and learning in ways that support the development of a strong learning culture (rather than a focus on compliance and/or formal reporting). Some possible approaches that could be explored within this LME system include:
 - Creating a **template with the key domains of change** (based on the results framework) which networks at all levels can use to: note changes that have taken place in these domains as they happen, indicate when the change took place, who was involved, what role MenEngage played in this change and why the change is significant. This should only be very brief so that people can complete this template, ideally electronically.
 - These templates can be used to support the **Harvesting of Outcomes** at the different levels: this harvesting may take place on a quarterly basis and decisions will need to be taken with respect to responsibilities for both the analysis of the data as well as to sharing the learning being generated through this process. This process will capture different kinds of changes at different levels of the organization. For example, if discourse, policy and programme changes realized at a global level were systematically captured (as has already been started) and were then shared with members in an accessible way, and these domains of change were also systematically captured at a regional and national level, it would be possible for the network to track whether and how the global changes are given expression at regional and national levels. This mapping process would allow for a deeper understanding of the ways in which members and partners are able to refer to global resolutions/commitments and advocate for similar changes in other spaces and the extent to which this contributes to changes in discourse/policy and programming at other levels. Additional evaluative work could then utilize this data to understand the factors that enable changes to take place as well as to explore what else may be required to enhance the efficacy of this work.
 - We would also recommend that, based on the results frame and indicators, the **survey** that was administered as part of this evaluation be streamlined (though ideally maintaining key questions) and utilized at the mid-term such that it is possible to understand change against the baseline established in this evaluation.
 - These surveys could also continue to use **story stems** in order to understand changes in discourse within the network. This story stem approach could also be built into community of practice sessions run by the network as a way of supporting reflective practice and understanding of change.

All of these methods assume that **LME is prioritized within the network** and that the approach to LME is guided by the imperative of building participation and voice into the learning process as well as the need to ensure that the data that is collected is analyzed and shared, in different ways, with regional and country members in a manner that supports improved planning, the strengthening of the networks as well as learning and accountability. There are excellent examples within the network of how, globally and within regions, communities of practice that support learning from the experiences of both

individual and organizational members are being encouraged. Ways to strengthen these initiatives at the different levels of the network are critical to the willingness of members to document change and participate in LME activities in an on-going way.

In Conclusion

In conclusion, as noted above, this evaluation has taken place during a time of change. There is a need for the Alliance to strengthen the inter-sectional nature of its response, particularly given the increased levels of poverty related to COVID-19 and several other disasters driven by climate change. There are also rising levels of backlash, and in this context, there is an important role for MenEngage to provide a strong, progressive, and feminist male voice and image. Finally, there is the work of combatting the voices of racism as well as other harmful discourses. This evaluation has highlighted the significant progress that has been made against the results frame (2017-2020). The network has been strengthened, partnerships developed, and changes made in terms of discourse, policy, and programs. It will be vital that in this next phase these changes are consolidated across regions and in countries and then amplified such that the Alliance can effectively contribute towards its goal of gender justice.

1 Introduction

Singizi Consulting Africa was contracted to undertake an external evaluation of the work of the MenEngage Alliance over the period 2017 – 2020. Specifically, we have sought to assess the progress made by Alliance during this period, taking into account the key priorities that were agreed upon by the Alliance subsequent to the last evaluation, with a view to informing the strategic priorities for the next phase of the collective work of the MenEngage Alliance. In doing this, we assessed the relevance, value add and results of MenEngage Alliance for both the network's membership base and for the broader field of engaging men and boys for gender justice, and have highlighted insights to contribute to the development of the next 2021-2024 strategic plan.

The analysis in this evaluation has been undertaken against the MenEngage Alliance Theory of Change, and we conclude this report by reflecting on the evaluative questions included in the Terms of Reference. The findings contained in this report talk to an increasingly strong Network which members value and in which they are effectively engaged. They highlight the extent to which an awareness and understanding of accountability, and specifically of the Accountability Standards, has contributed to the formation of quality partnerships. These quality partnerships in turn have resulted in changes in discourse, policy, and programs. During this evaluation we have found many positive achievements and, of course, some challenges, but the extent to which a sense of ownership of the MenEngage Alliance and a strong sense of comradeship has been engendered is captured in a comment made by a regional respondent (from Europe) who observed that their involvement has allowed them to, *“become part of the magnificent human group that MenEngage represents”*. This participation and sense of ownership and belonging has created a basis for collective action resulting in important changes in discourse, policies, and programs to advance gender justice through addressing the priorities of women's rights organizations and the feminist movement more broadly.

2 Methodology

The evaluation began with on-line interviews and focus groups with members of the regional and global structures of the Alliance. These engagements created the space for members in each region to highlight the issues that were most pertinent to the region, and to indicate the ways in which we could ensure that the voices of members were embedded in the evaluation, as well as allowing us to begin to collect evidence about what had changed, and to understand the contribution that the Alliance had made to these changes. Simultaneously we undertook an extensive review of relevant documents and resources of the Alliance.

These processes all served as inputs into the Outcomes Harvesting approach that was utilized in this evaluation. This involved a process of distilling ('harvesting') the evidence of what has changed during the period under review ('outcomes'): specifically we looked for change in actions, relationships, policies, or practices of one or more of the social actors, that were influenced by a MenEngage linked intervention. Once these outcomes had been 'harvested', they were validated by comparing them to information collected from other knowledgeable and authoritative, but independent, sources. Part of the validation process included working backwards, to determine whether and how the work of the Alliance had contributed to these changes. The validated outcome descriptions were then analyzed and interpreted, either as individual outcomes or as a group of outcomes, for their significance against the Theory of Change, and were used to answer the evaluation questions.

The outcomes that were initially harvested were used as a basis for a survey administered at national, regional, and global levels, which collected input from members across the Alliance. The response rate to the surveys was generally positive, and allow us to draw conclusions, as reflected below:

	SENT	OPENED	COMPLETE	COMPLETE/SENT	COMPLETE/OPENED
<i>Global</i>	33	25	17	52%	68%
<i>Regional</i>	67	46	27	40%	59%
<i>National</i>	951	471	155	16%	33%

The surveys focused on the ways in which the network has strengthened, how the Alliance is perceived (internally and amongst partners) and the kinds of changes it has been able to influence. The surveys were primarily quantitative, with a limited number of qualitative questions. As indicated the surveys were administered to members at each level of the Alliance and the questions were constructed in a way that allowed us to triangulate views across the three levels of the Alliance.

We also used the surveys to collect two forms of ‘stories’ from participants, which were then analyzed using a discourse analysis methodology:

- Most Significant Change (MSC): this approach involves generating and analyzing personal accounts of changes that have taken place through an intervention. In this evaluation we asked participants to look back over the last three years, and tell us what they thought had been the most significant change related to their work in the MenEngage Alliance, to describe that change and to indicate why they thought it was significant (important) as well as how the Network contributed to this change. The MSC could have been in any of the following domains: personal, at the level of the organization or the Network or changes in discourse/policies and/or practices relating to the involvement of boys and men on the women’s rights and gender justice agenda. Once these stories were collected, they were analyzed to extract the dominant themes emerging. These served to validate the changes emerging from the outcomes harvest and, going forward, can be shared by the Alliance in ways that contribute to learning.
- Story Completion: This is a qualitative research method wherein respondents complete a fictional story: respondents are given a predetermined ‘story stem’ created by the evaluator and are asked to say ‘what happens next’ in the story. The story stem usually presents a hypothetical scenario involving one or several characters. Originally story completion was used in the field of psychology, but according to Clarke, Braun, Frith, and Moller (2019) feminist researchers reconceptualized it as a valuable method of accessing and investigating social discourses. In the surveys for this evaluation, we presented three story stems and asked respondents to complete one of them (although many respondents did more than one). The stories were then analyzed using a thematic analysis approach whereby patterns (themes and ideas, that came up repeatedly) were identified.

We then completed further interviews in each region with a combination of internal and external respondents, which explored perceptions of the network. We also asked also asked respondents, identified by the regional and global secretariats to review some of the outcomes that had been harvested, and to indicate the extent to which they agreed that the outcome had been achieved and the extent to which the Alliance had contributed to these changes. This validation process is a key part of

the Outcomes Harvesting design and was administered using validation templates, with both internal and external role players (in some cases these took the form of written responses and in other cases these were conducted as interviews).

One caveat that is noted with respect to this evaluation is that it was undertaken during a global pandemic. Despite this, members have participated actively and thoughtfully in the process, provided input in different ways and offered insights into the work of the Alliance for the period under review, as well as how the Alliance has responded to the changing landscape.

3 Findings

The findings of the evaluation are organized in terms of the MenEngage Alliance's Theory of Change; the logic of which was confirmed in this evaluation.

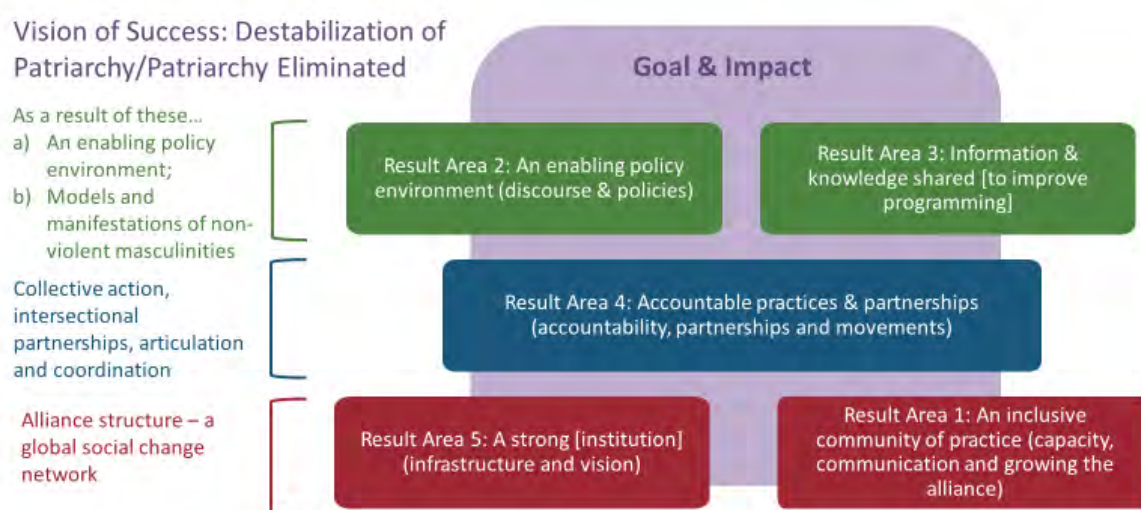
The evaluation found that, as per the MenEngage Alliance's Theory of Change, the foundation for all change relies on a solid **institutional model and vision** (Result Area 5), which is established through stronger, more democratic governance structures, processes and plans with capacity and resources. The evaluation also found that this foundation was strengthened through an institutional development process, which includes a focus on the sharing of knowledge and effective communication. This resulted in the strengthening of a shared understanding amongst members of the complexities and promising practices of feminist-informed and gender-transformative men and masculinities. This in turn supports the **growth of an international social change network**, which is **diverse and inclusive**.

These changes in turn support the establishment of an **inclusive community of practice** (Result Area 1), which grounds members in their commitment to an **accountability practice** so as to break down hierarchies within the Alliance, moving towards more horizontal leadership, agenda-setting and network-strengthening approaches and models. This supports **intersectional partnerships** and **increased articulation with movements** (Result Area 4).

The evaluation has evidenced that these changes are central to supporting changes in terms of **discourse, policy environment as well as programmatic models and manifestations of non-violent masculinities** (Results Area 2). This is underpinned by a strong focus on information & knowledge shared to support effective programming (Result Area 3). It is understood that these changes will ultimately result in the **elimination of patriarchy and the realization of gender equality**.

This logic flow is illustrated in the diagram below:

DIAGRAM 1: HOW WE SEE CHANGE BEING REALIZED



Against this Theory of Change we harvested 42 outcomes based on the evidence we found. These went through several iterations based on an increasing insight into the changes that have taken place, and the areas that require further development. The diagram below shows the spread of these 42 outcomes across the elements of the Theory of Change. The full table is contained in Annexure 1 of this report, and the outcomes are reflected in each the sub-sections that follow, which detail the evidence that we have found against these outcomes and flag the areas that may require attention going forward:

DIAGRAM 2: HARVEST OUTCOMES AGAINST THE THEORY OF CHANGE

MenEngage Alliance structure – a global social change network		Collective actions, intersectional partnerships, articulation & coordination	As a result of these... a) An enabling policy environment b) Models & manifestations of non- violent masculinities	
<i>Result Area 5: A strong [institution] (infrastructure & vision)</i>	<i>Result Area 1: An inclusive community of practice (capacity, communication & growing the alliance)</i>	<i>Result Area 4: Accountable practices & partnerships (accountability, partnerships & movements)</i>	<i>Result Area 2: An enabling policy environment (discourse & policies)</i>	<i>Result Area 3: Information & knowledge shared [to improve programming]</i>
Outcome 1	Outcome 9	Outcome 17	Outcome 25	Outcome 39
Outcome 2	Outcome 10	Outcome 18	Outcome 26	Outcome 40
Outcome 3	Outcome 11	Outcome 19	Outcome 27	Outcome 41
Outcome 4	Outcome 12	Outcome 20	Outcome 28	Outcome 42
Outcome 5	Outcome 13	Outcome 21	Outcome 29	
Outcome 6	Outcome 14	Outcome 22	Outcome 30	
Outcome 7	Outcome 15	Outcome 23	Outcome 31	
Outcome 8	Outcome 16	Outcome 24	Outcome 32	
			Outcome 33	
			Outcome 34	
			Outcome 35	
			Outcome 36	
			Outcome 37	
			Outcome 38	

3.1 MenEngage Alliance Structure – a global social change network

Singizi has found that, in line with the recommendations of the previous evaluation, there has been a strong focus on institutional building and enhancing the capacity of the structures and members of the Alliance to address priorities.

3.1.1 Building the infrastructure of MenEngage Global Alliance as an Institution

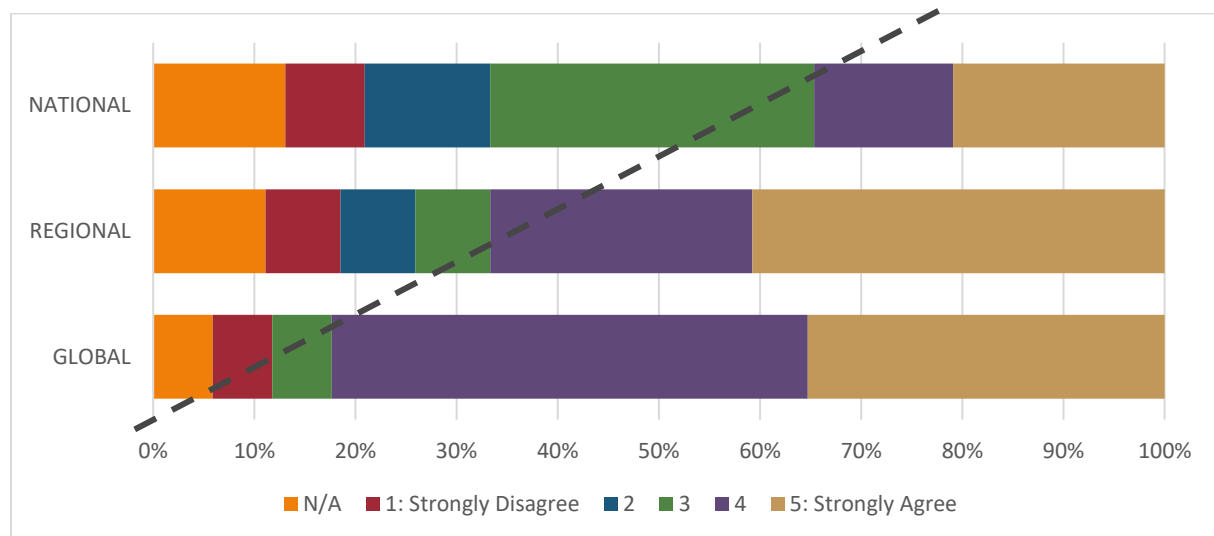
TABLE 1: HARVESTED OUTCOMES – PUTTING IN PLACE THE INFRASTRUCTURE

1. The Secretariat of the Global Alliance is established as a legitimate entity, able to anchor the global network's operations, and serve the membership of the Alliance	The internal infrastructure of the organization has been effectively established, which involved confirming the legal status and adopting key policies and procedures (including those that address sexual harassment and misconduct). This process has been led by a strong and inclusive Global Secretariat team, utilizing the co-leadership model, and a diversified global leadership structure with rotation of regional representation on the Board. The model carried with it a conscious focus on working as a collective and deepening democracy through sharing of leadership roles and developing opportunities for participation and decision making amongst members.
2. A stronger, more democratic governance structure for the MenEngage Alliance is in place at a global level	
3. All Regional Networks have strengthened governance structures	
4. A comprehensive sexual harassment and misconduct policy is in place and applied within the Alliance	

The importance of these achievements, and the focus on diversity within the team so as to enable regions to feel connected, was strongly voiced by respondents in this evaluation, which confirmed the documentation provided by the Alliance reflecting these changes and serve to validate the first outcome harvested (Table 1) pertaining to the establishment of the Alliance as a legitimate entity with a strong and diverse team within the Secretariat.

In relation to **improved governance**, there is a general view from interviewees that governance has strengthened at all levels of the Alliance: Further, as seen in, respondents at a global and regional level also agreed or strongly agreed that governance had strengthened at their level. However, the responses, shown in **Error! Reference source not found.**, highlight that the percentage of respondents who selected 5 (strongly agree) and 4 in response to the statement “The governance of [my level] of the Alliance has strengthened considerably over the last three years” was lowest amongst national respondents, where the largest proportion of respondents selected 3: this suggests that whilst there are only a relatively small percentage of respondents that disagreed with the statement that governance had strengthened, there is a need to concentrate on the governance structures at a national level (this is also suggested by the number of national/sub-regional respondents that indicated that this question was not applicable).

FIGURE 1: RESPONSES TO STATEMENT: ‘THE GOVERNANCE [MY LEVEL] OF THE ALLIANCE HAS STRENGTHENED CONSIDERABLY OVER THE LAST THREE YEARS’



The extent to which the regional networks have been strengthened was also strongly evidenced in the interviews. For example, one respondent commenting on positive changes at a regional level observed that, *“CariMAN has, through the support of MenEngage, been able to establish and staff a regional secretariat and establish an Executive Committee. This has significantly improved governance and operation of the Regional Network.”*

Also emerging from the data was that some regional respondents specifically indicated that one of the reasons for the perceived strengthening of the regional governance was the nature of the support from the Global Alliance, which enables regional governance structures to reflect regional contexts: *“One of the great contributions of the global alliance has been to respect the autonomy and form of organization of each of the regional networks”*. Other regional respondents highlighted that their network has made, *“very steady progress”* since 2017 and indicated that the Global Secretariat provided them with *“support to strengthen the network and do fundraising”*.

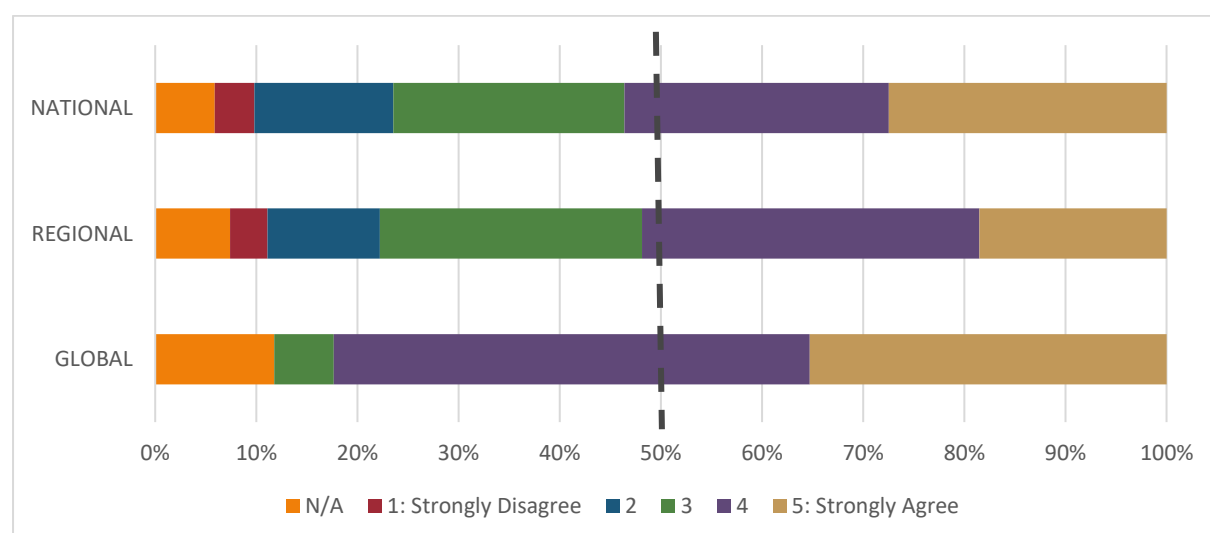
However whilst, as shown in Figure 1, in general regional respondents agreed/strongly agreed that governance in the region had improved over the last three years, there were some concerns raised in the interviews and qualitative responses in the survey that, in some regions, there continues to be a reluctance to transfer leadership and relinquish power in regional structures: one respondent observed that *“we must reflect on the attachment to power, the ability to cooperate and form new forms of leadership and participation.”*

Another respondent indicated that the attachment to power had been a challenge but that this had been addressed, indicating that *“the change in the people who coordinate has been fundamental... after a decade of concentrating power and in the same people.”* Another respondent, from this same region, reiterated this view and observed that, *“change in the regional network's leadership (coordination) two years ago was identified by many as a significant change. This brought positive change at the level of communication, relationships between organizations, and interest of other groups to join the network”*. Another respondent noted that *“We have seen changes in the representations at the regional level*

although there are still members who do not leave their position of power.” One respondent indicated that s/he thought that power hierarchies often exist even in ‘collective’ decision making bodies as the vast majority of the members are accustomed to patriarchal models of leadership and subsequently either ignore, accept, or don't see the nuanced and direct manipulations of power within the structure.

The overall strengthening of governance at global and regional levels, albeit with some areas which require attention, serves to validate the Outcomes Harvested during this evaluation (reflected in Table 1) pertaining to governance at these levels. These changes, together with the strengthening of many of the national networks, have contributed to an increased **sense of ownership and commitment**. As shown in Figure 2, this sense of ownership and commitment is very strong at a global level, where just over 80% of global respondents indicated that they agreed/strongly agreed with the statement that members had a strong sense of ownership of and commitment to the work at a global level. A lower percentage of respondents at a national and regional level selected this option, but both were over 50%: 54% of respondents at a national level and 52% of respondents at a regional level selected these options.

FIGURE 2 RESPONSE TO STATEMENT: 'MEMBERS HAVE A STRONG SENSE OF OWNERSHIP OF, AND COMMITMENT TO, THE WORK [MY] LEVEL'



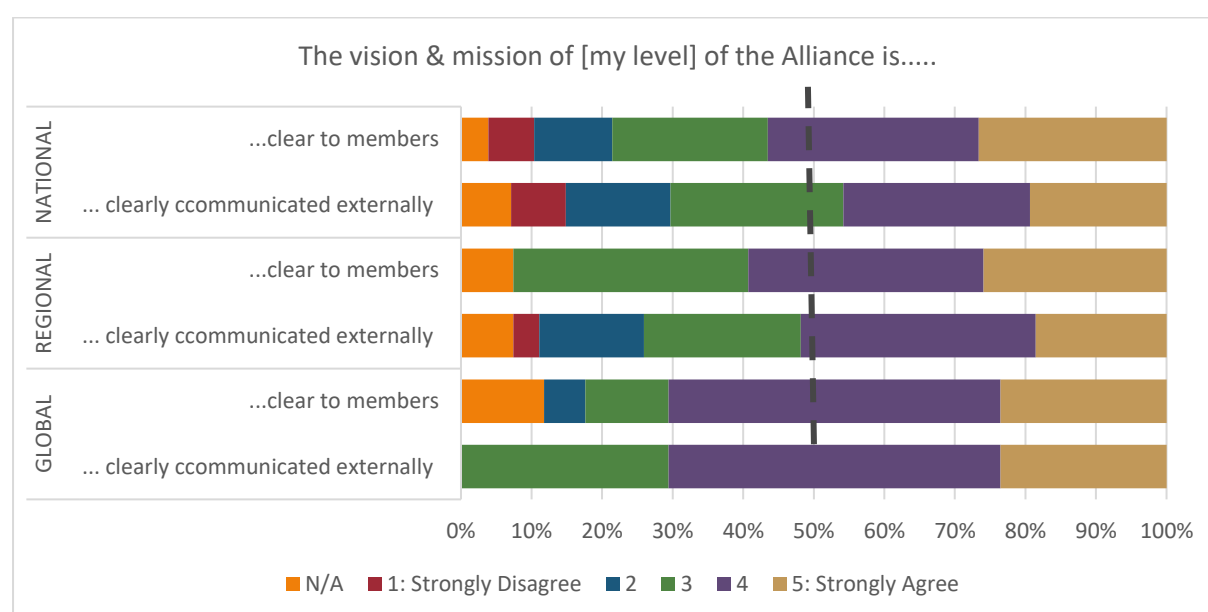
In terms of the development and implementation of **policies relating to sexual harassment**; respondents highlight the importance of these interventions stating that this is an appropriate response to challenges that had been experienced within the network as well as the broader feminist movement (and specifically #MeToo). It is however noted that in one region there was a view that there is a need to sustain pressure in this regard as there is still a concern that these matters are not always addressed in a transparent manner. One respondent observed that, *“Challenges in the last years included undermining trust in the Alliance after sexual harassment accusations. Took other two years to build this trust again”*.

TABLE 2: HARVESTED OUTCOMES – BUILDING A SHARED VISION, AND UNDERSTANDING OF CHANGE, WITHIN THE GLOBAL ALLIANCE

5. A Theory of Change, to guide and focus the work of the MenEngage Alliance, is adopted	<p>There is strong evidence that the strengthened institution is resulting in an overall strengthening of systems, including the development of a shared vision, and understanding of change across the Alliance. This is given expression in the Theory of Change, which has been used to guide and focus the work of the Alliance.</p> <p>As one respondent noted, <i>“I think the Alliance has overall strengthened itself at various levels of functioning and effectiveness. There are more systems and structures in place to support in moving towards the vision and mission of the [Alliance]. The Alliance has worked in sharpening its advocacy strategy and plans, accountability mechanisms (including the [sexual harassment] policy), communication strategy, SRHR interventions”.</i></p>
6. A new global Strategic Plan for the MenEngage Alliance, for the period 2017-2020, is adopted	
7. All of the Regional Networks have developed and adopted their own Regional Strategic Plans, which contextualize the Alliance’s Global Strategic plan (2017-2020) and Theory of Change	
8. Global and Regional Annual Workplans and Annual Reports (2017-2019) are developed	

The survey results from all three levels of the Alliance indicate that most respondents agree or strongly agree that the vision and mission of the Alliance is clear to members, and the majority of regional and global respondents agree/strongly agree that the vision and mission is clearly communicated outside of the Alliance ‘to those we wish to influence or partner with’, while this percentage drops to just under 50% for national respondents, as shown in Figure 3. This indicates that there may be a need to communicate the vision and mission externally at national, and to a less extent regional, level.

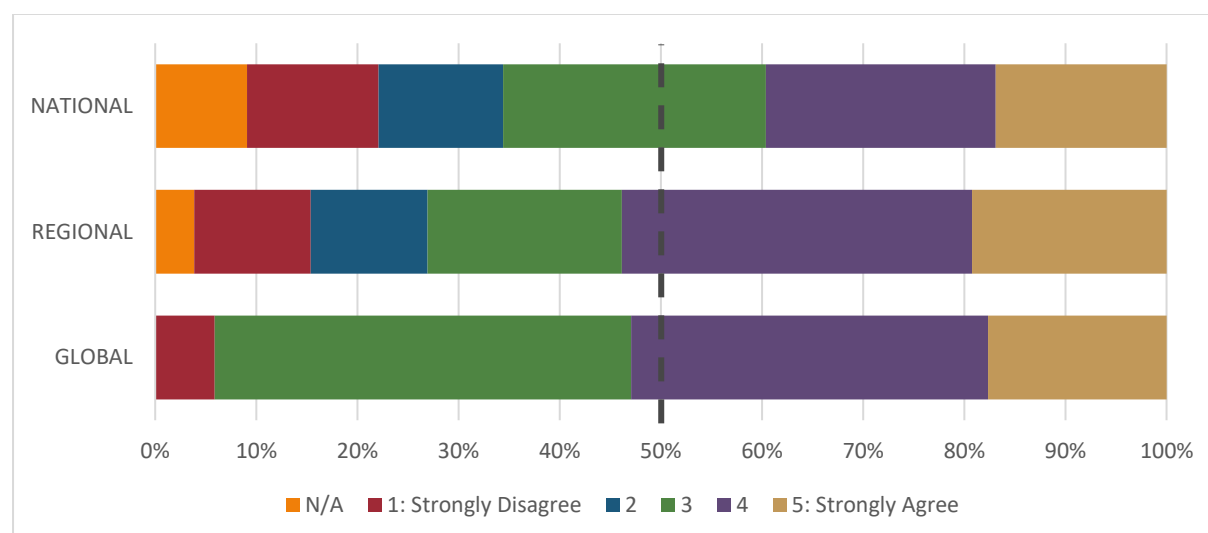
FIGURE 3 VIEWS ON CLARITY & COMMUNICATION OF VISION & MISSION



There is also evidence from global and regional respondents that their **strategic plans** are accompanied by action plans, which are regularly monitored and reviewed based on changing context and against the intended outcomes of the strategy. This is shown in Figure 4, where over 50% of both regional and

global respondents indicated that their respective strategies had **Action Plans** which are regularly monitored and reviewed. This figure is lower at a national level, where just under 40% of national respondents confirmed that the national strategy is supported by an Action Plan. These findings all serve to validate the harvested outcomes shown in Table 2.

FIGURE 4 RESPONSES TO THE STATEMENT: ‘THE STRATEGY [AT MY LEVEL] HAS A CLEAR ACTION PLAN, WHICH IS REGULARLY MONITORED AND REVIEWED BASED ON THE CHANGING CONTEXT & THE INTENTION OF THE STRATEGY



Respondents also indicated that the strategic plans reflect the context of the regions (global) and countries (regional). Just under 60% of regional respondents agree/strongly agree that the regional strategy reflects the priorities of countries in the region, while just under 50% of global respondents agree/strongly agree that the global strategy reflects the priorities of the regions and countries in the Alliance. Respondents in the interviews as well as in the qualitative responses in the survey indicated that this reflects the collective way in which plans are developed, in some cases specifically indicating that a participative process was adopted in the development of regional plans: *“the [Regional] Coordination plan is prepared collectively; it is approved collectively [by the Regional Committee]”*.

It is noted that 63% of regional respondents indicated that they agreed or strongly agreed with the statement ‘As the Regional Network we have we have been given the space to play a role in providing inputs and comments on strategic direction and activities at a Global level’. Similarly, respondents express an appreciation for the extent to which the regions and countries have the autonomy to ensure that the plans are informed by the relevant contexts and priorities.

Critically, there is also emerging evidence that the priorities and approaches are being aligned with those of the feminist/social justice sector: as observed by one respondent, *“We see change in the governance and development process... decisions on it are made guided by the voices of women.”*

There is also evidence of **reporting against these plans** and these documents were made available to the evaluation team and were used extensively in the initial Outcomes Harvesting process.

3.1.2 Enhancing the capacity of the structures and members of MenEngage Global Alliance – at all levels – to address priorities

TABLE 3 HARVESTED OUTCOMES – BUILDING CAPACITY: CREATING MECHANISMS TO REFLECT ON, AND SUPPORT, THE RESOURCE REQUIREMENTS OF THE REGIONS

9. All regional networks have a detailed understanding of their capacity and resource requirements	As reflected previously, this period saw the development of the infrastructure of the Alliance and of a collective vision and plans. This has allowed for a growing understanding of the roles and responsibilities required to support the effective governance of the Global, Regional and National Networks. One respondent stated that in 2019, when the regional network carried out a
10. Strategic funding support (through subgrants) is made available to Regional Networks, with a focus on networks strengthening and capacity development	

participatory process of defining the structure of the network, they also reviewed the different roles required by this structure (although this has not been effectively communicated to all members yet). Another regional respondent observed that in their strategic plan they agreed to “*focus on building the network and capacity of the network*” and then, based on this, they determined the resources they require.

Respondents highlighted the extent to which there has been a **focus on the development of increased capacity to work as a network** and observe that this has also resulted in the strengthening of members. One respondent commented that, “*We are much more allied and strengthened in networking, and that means that the processes of dissemination and support for work in all parts of the country, can reach all people, in work with men, empowerment of women and children's rights and girls*”. Another respondent commented that, “*Personally I have acquired experiences and technical skills*” continuing to say that they have further reflected on, how to incorporate these valuable skills into their organization noting that, “*the advocacy issues and emerging issues in this regard are well valued*”.

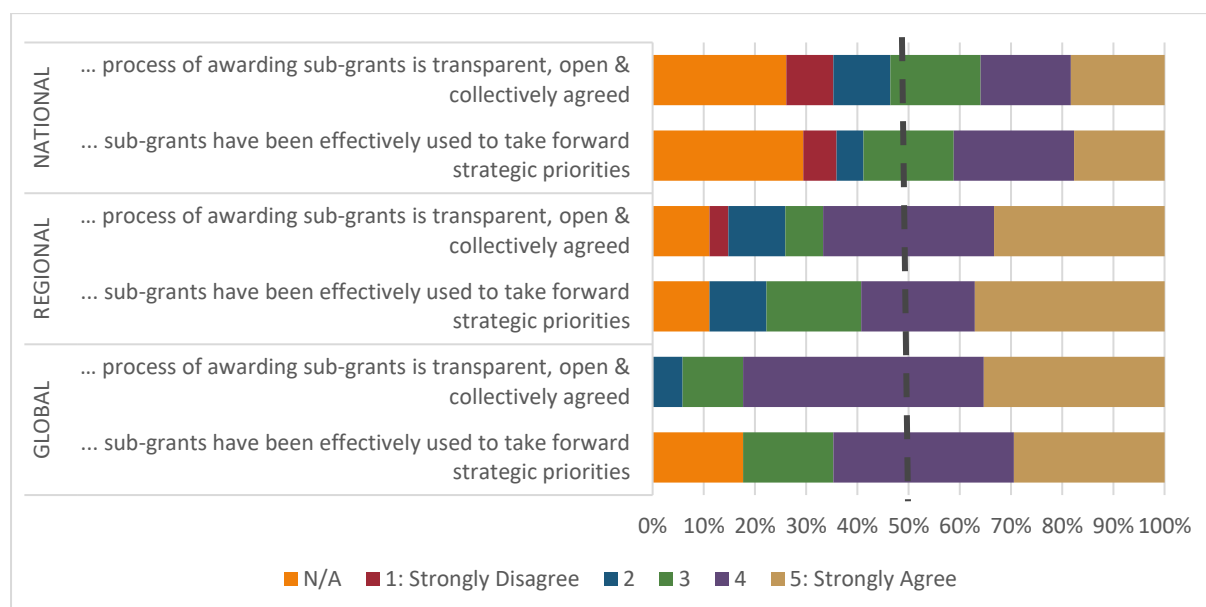
The other dimension of capacity that was highlighted in this evaluation relates to the ability of regions and countries to raise resources to support the work of the network. Respondents commented that the **funding** that was allocated to regions has been very valuable and spoke to the importance of the sub-grants and the support of regional leadership to growing the work of the national networks and in assisting members to access resources.

As shown in Figure 5, the majority of regional and global respondents feel that the process of awarding the sub-grants is transparent, open and collectively agreed upon. A slightly lower percentage of both groups, but still a majority, indicate that the sub-grants have been effectively used to take forward strategic priorities. At a national level, there is a fairly high number of respondents who selected N/A in response to both of these statements, indicating that information on the sub-grants has not widely been disseminated at this level. Interestingly, at a national level, the percentage of respondents who agree/strongly agree with the statement that the sub-grants are used to effectively take forward strategic priorities was higher than the percentage who agreed/strongly agreed with the statement that the process of awarding them is fair and transparent.

There were also a fairly high number of global respondents who selected N/A against the statement pertaining to the use of the sub-grant. This may reflect the need for more detailed reporting on the use

of the sub-grant within global leadership structures. Alternatively, this may be accounted for by the reality that some global respondents stated that it was difficult to respond to questions about effectiveness at regional and national levels as there is such a high level of variance across regions.

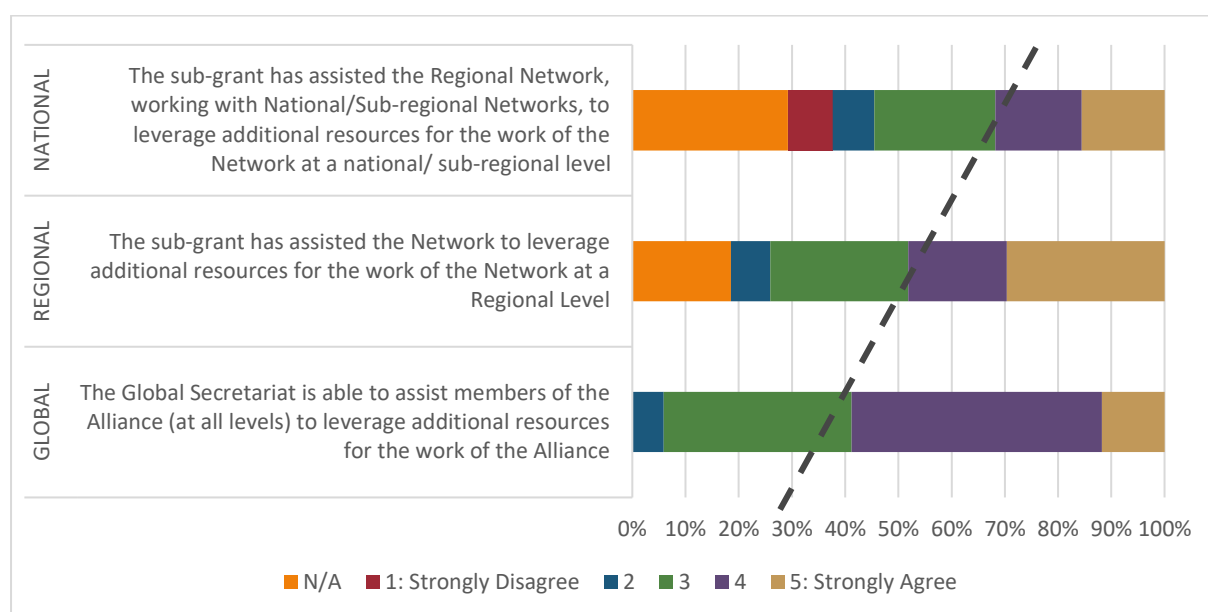
FIGURE 5 VIEWS ON SUB-GRANTS



As indicated by Figure 5 the survey data highlights generally high levels of satisfaction with the transparency and utilization of the sub-grants. However, it is noted that during the interviews and focus groups, there were a few respondents who stated that they are concerned that the criteria for allocating funding is not sufficiently transparent in the regions. One respondent commented that, *“As far as I can tell the funds are so that the ‘old boys’ on the steering committee can get together every so often and make international trips to the MenEngage Global meetings, and maybe get some grant funding for their personal organizations” and from another region*”. These findings suggest that whilst the system is working well it would be valuable to ensure that the sub-grant process and purpose is effectively communicated to members at both country and regional levels.

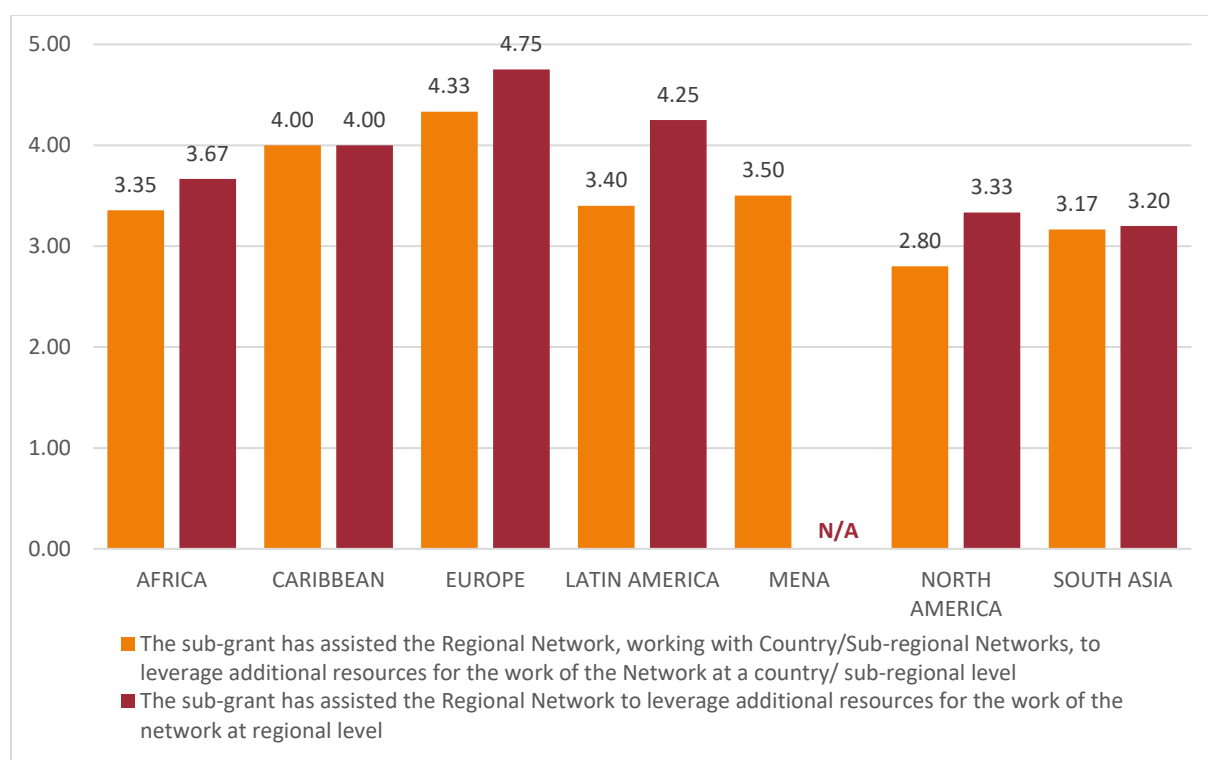
In relation to understanding whether the sub-grants have assisted members to leverage additional resources, Figure 6 shows that just under 60% of global respondents and just under 50% of regional respondents agree/strongly agree with the statement that the sub-grant has assisted in leveraging additional resources. This figure is lower at national level where just over 30% of national respondents indicated that the sub-grant has assisted the regional network (working with the national networks) to leverage additional resources for their work at a national level.

FIGURE 6 VIEWS ON THE ROLE OF THE SUB-GRANT IN LEVERAGING ADDITIONAL RESOURCES



Respondents in both the interviews and the surveys expressed their appreciation for the way in which the regional network enables the country networks to leverage external funding. Figure 7 below shows that national and regional respondents shared similar views on whether the subgrants had enabled them to leverage additional resources in all regions except for Latin America and to a lesser extent North America, where national respondents returned lower average scores than their regional counterparts. Overall, respondents from Europe and the Caribbean returned higher average responses to this statement, while respondents from South Asia and Africa returned lower average responses.

FIGURE 7 AVERAGE RESPONSES TO STATEMENTS ON THE ROLE OF THE SUB-GRANT IN LEVERAGING ADDITIONAL RESOURCES



One respondent commented that, *“the regional network has helped the national network to secure funds from third party donors and has also provided funds directly for specific projects.”* Another respondent indicated that the region has set up WhatsApp groups for members, where they *“share opportunities for funding and partnership.”* The respondent continued by saying, *“so I will say that the sense of ownership is high and also commendable. The Secretariat of MEA is very proactive in letting us know if there are funding opportunities that need to be shared with country networks and their respective members at the grassroots. They also let us know if there are training opportunities.”*

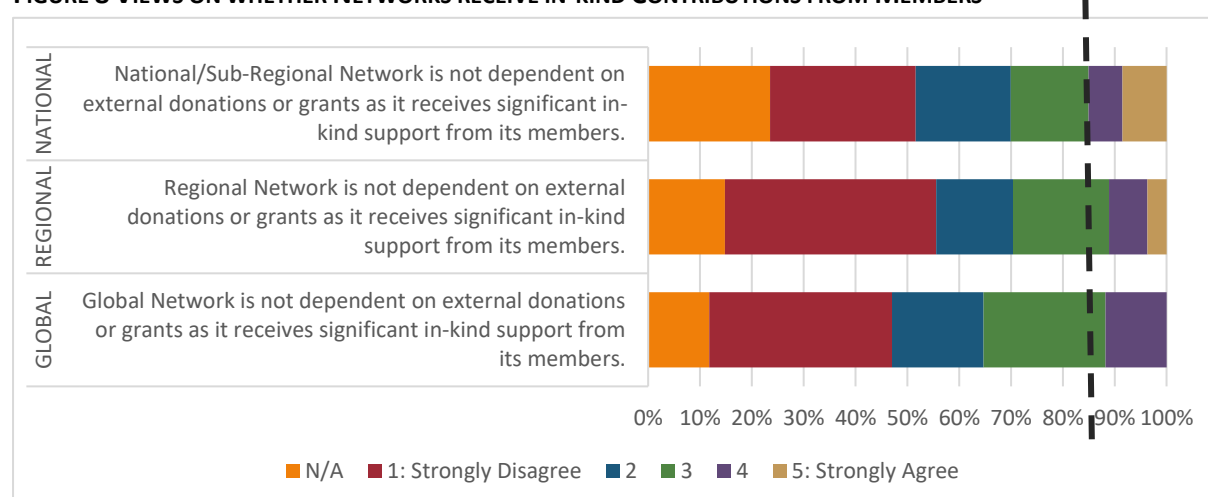
One respondent commented on the intrinsic value of the funding received: *“[the network provides] some financial support at times which, while it's not a significant amount, it motivates and encourages us to generate some actions in addition to the general actions that are done on a volunteer basis”*

Another respondent in one of the focus groups also spoke to the collaborative approach that has been adopted by members to access funding, *“Also the projects that members put together are now happening more often – we also co-operate with each other within the network and apply together. We have projects that work with young people – we have the funds and really can contribute to change”.*

A few respondents suggested that there is a need to increase the capacity of members to access funding. Respondents also highlighted that there is little coordination across donors and that this can feed into tensions amongst organizations as they compete for funds. A few respondents also commented that there is a need to ensure that funding that is leveraged also supports the work of members. One respondent suggested that one way of managing these challenges is to ensure that MenEngage plays the role of the facilitator such that where funds are leveraged there is a transparent mechanism that enables members to implement projects with a particular emphasis on work at the grassroots level: *“Please help support the members organization at the grass root ...the Alliance needs to provide small sub grants and make follow up if it reaches ... member organization[s]”*

During the evaluation we also considered the views of members as to whether their network is dependent on donor funding or whether this is offset by in-kind contribution of members. As reflected in **FIGURE 8** most respondents state that the network is dependent on donors, with just over 10% of respondents at all levels indicating that they agreed/strongly agreed with the statement that the network received in-kind contributions :

FIGURE 8 VIEWS ON WHETHER NETWORKS RECEIVE IN-KIND CONTRIBUTIONS FROM MEMBERS



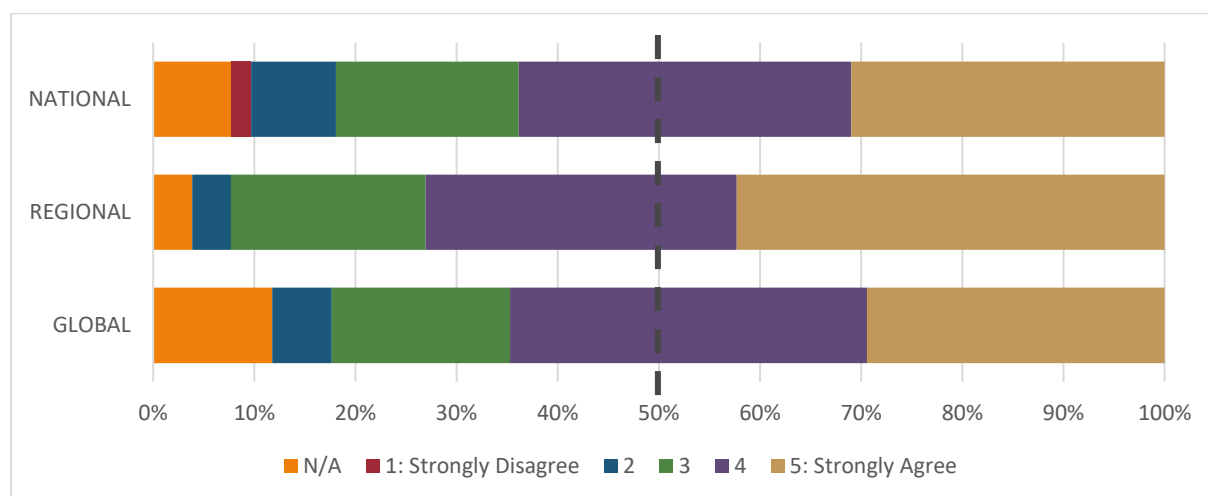
We are suggesting that it would be valuable to have a conversation amongst members as to whether it is possible to increase levels of sustainability of the network by placing more emphasis on in-kind contributions from members rather than a reliance on donors. This however does not negate the extent to which members are also stretched and we recognize, in making this suggestion, that this would need to be carefully managed.

TABLE 4 HARVESTED OUTCOMES – BUILDING KNOWLEDGE WITHIN THE ALLIANCE TO INFORM PRACTICE COLLABORATIVELY

11. Understanding amongst members of the complexities and promising practices of feminist-informed and gender-transformative men and masculinities work within critical issues and topics, is increased, and given expression in the interaction in forums at different levels	This increased capacity has in part also been realized through the sharing of learning amongst members through dialogues, workshops and resources and guidelines. Respondents highlight the depth of this understanding and learning in terms of the concepts related to feminist-informed and gender-transformative men and masculinities work within critical issues and topics, There is also evidence that this is given expression in the interaction in forums and in program development and network building. One respondent, commenting on the extent to which this understanding is being built, indicated that significant work had been done in <i>“cultivating an internal change process to transform NAMEN from a network of predominantly older white male gender activists to an organization where marginalized voices are centered and new generations of leadership are developed. We understand that this process requires deep changes individually, interpersonally, institutionally and culturally”</i> .
12. Regional Networks utilize the MenEngage Networks Building Toolkit to grow their communities of practice and strengthen their participation in regional leadership meetings and regional forums	
13. Knowledge products create a mechanism for sharing learning amongst members	

In the survey data shown in **Error! Reference source not found.**, respondents from all three levels of the Alliance reflected on the extent to which there has been a deepening in understanding of the complexities and promising practices of feminist-informed and gender-transformative men and masculinities work within critical issues and topics. Respondents indicated that individuals involved in the work of the Alliance reflect on the way that they talk about the role of men in the work of the Alliance:

FIGURE 9 RESPONSES TO STATEMENT: INDIVIDUALS INVOLVED IN THE WORK OF THE NETWORK REFLECT ON THE WAY THAT THEY TALK ABOUT THE ROLE OF MEN IN THE WORK OF THE ALLIANCE



The findings outlined in Figure 9 serve to confirm that the outcome on deepened understanding (highlighted in Table 4) has been achieved. These changes are also evident in the Most Significant Change (MSC) stories that were shared as part of this evaluation. These stories reflect the extent to which members grapple with questions of masculinity and about what it means to adopt a feminist informed approach and highlights how this supports and encourages change. One respondent commented that, *“personally I used not to respect women's opinion but as a result of advocacy on Gender based Violence I learned a lot”* and another respondent said, *“the changes have been observed, personally I have changed the way I saw women as inferior beings but today I see them as myself. Within the community, there are many men who discredited women in decision-making, especially in families, but today they enjoy the same rights as men”*.

The process, of shifting knowledge, understanding and attitudes, also emerged strongly in the discourse analysis that we undertook of the responses to the story stems (the fictional stories) included in the survey. These responses highlight the different emotions that members experience when personally challenged about their commitment to gender transformation and to working in a way that is consistent with the Accountability Standards. The stories illustrate that some men initially resist or struggle to understand the concepts related to the Accountability Standards, and specifically the importance of women’s leadership, and then get to a point of understanding and commitment to make both personal changes as well as wider organizational changes.

We also found evidence that regional networks have used the **MenEngage Networks Building Toolkit** (the second outcome in Table 4). This is outlined in the annual reports, which indicate that between 2017 and 2019 the Toolkit was used by all Regional Networks, and particularly in Africa. It is noted that regional respondents, interviewed as part of this evaluation, speak to the support received from the global secretariat to strengthen the network but do not explicitly reference the toolkit. Ways to ensure that there is a continued awareness of the value of this toolkit may need to be explored as leadership changes in the regions.

With respect to the third outcomes relating to resources: we found evidence that **knowledge products** have been developed and shared. During the evaluation a number of examples of resources were

provided; for example, one respondent observed that, *“The book entitled Global Masculinities - an outcome of the MEGA Second Global Symposium (2014) - needs to be considered as an important contribution to the activist and intellectual discourse on men and masculinities”*.

However, as shown in Figure 10 in the survey responses just under 40% of national respondents selected agree/strongly in relation to the two statements related to the Regional Network sharing resources. At a regional and global level, a much greater percentage of respondents selected agree/strongly agree.

FIGURE 10 VIEWS ON SHARING OF RESOURCES

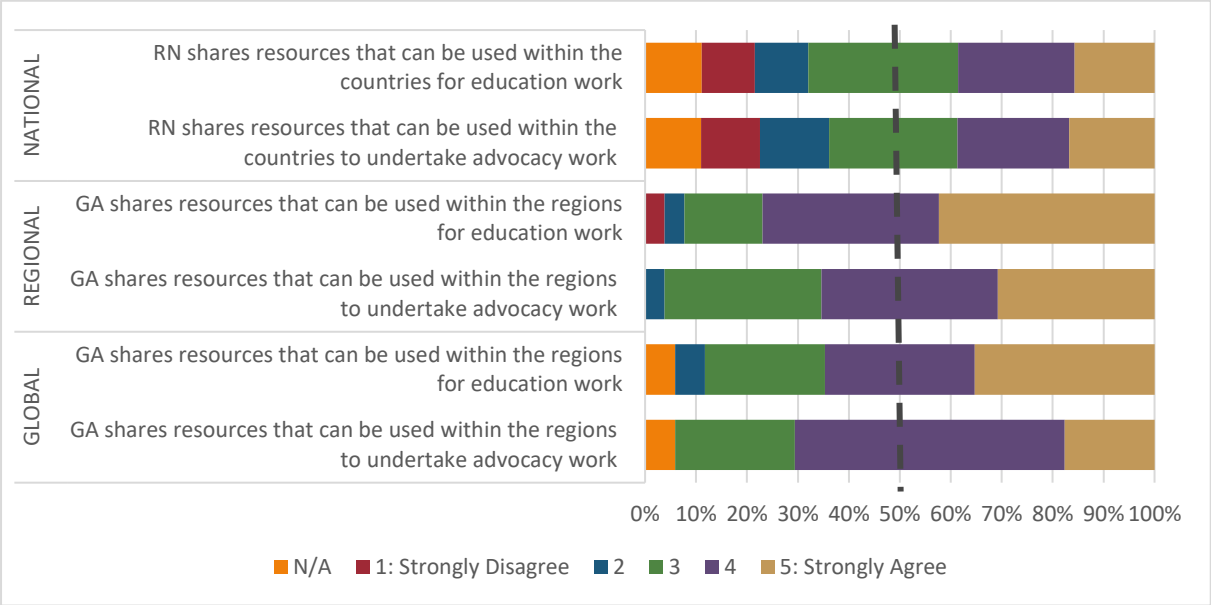


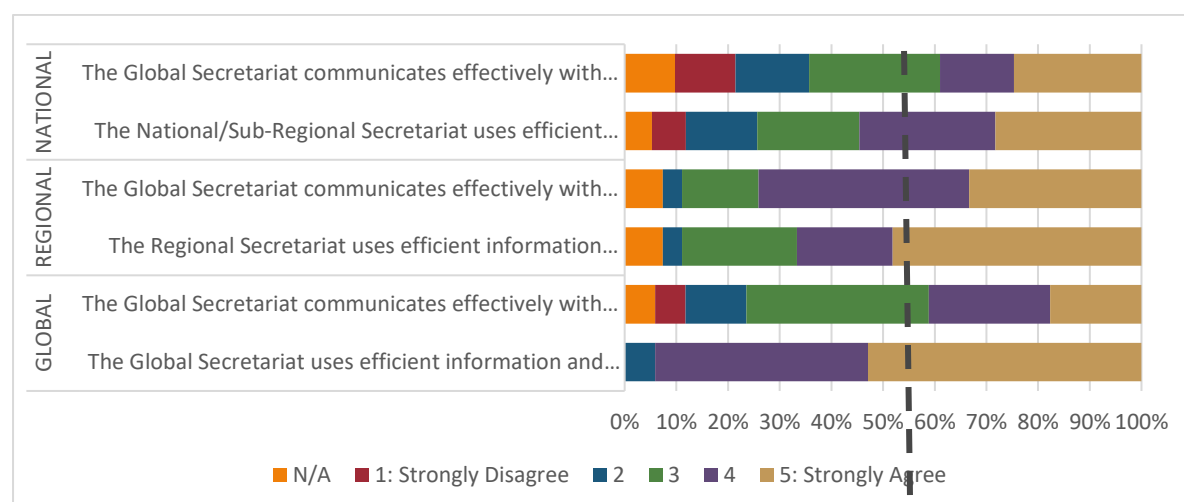
TABLE 5 HARVESTED OUTCOMES – STRENGTHENING COMMUNICATION WITHIN THE ALLIANCE

14. Communications with members across the regions are strengthened and routinised, through methods such as the Google Groups listservs

There was a strong view that **communication** within the alliance had improved during this period. One respondent stated that, *“the establishing of a leadership team, comprising representatives from around the region. This has strengthened communication and comradery. We know what is going on and are able to support more.”* Interestingly another respondent shared a very similar view, whilst noting that they had not been active in the Alliance for some time, *“While I have not been involved in MenEngage for over three years, I note the healthy and robust comradery between its members as a strength. The members of the regional network are very engaged, joining that network has created a space where persons who are in the gutters doing the work are supported. The development of a Facebook chat room where on any given day, there are several notifications around gains as well as setbacks around the region. Sometimes during a tough day, while browsing through the chat- you can become inspired by all the great work your colleagues, in another country, are doing”*.

Turning to the survey responses, Figure 11 shows that nearly 85% of regional respondents selected agree/strongly agree for the statement ‘The Global Secretariat communicates effectively with all levels of the organization’, whilst just under 50% of national and global respondents selected these options. Interestingly, respondents at all three levels were very positive that the Secretariats at their respective levels used the most efficient information sharing and communication tools, although again the percentage of national respondents who selected agree/strongly agree is lowest, followed by regional and then by global. This suggests that while respondents believe that efficient information and communication tools are used at all levels of the network there is a concern at both a global and national level about the extent to which the global secretariat communicates effectively with all levels of the organization. There may be a need to consider whether the global secretariat communicates directly with members at a national level or goes through regional networks or directly. The choices that are made in this regard must ensure that it both strengthens the relationships between regional and national and ensures that there is effective communication with national members. The factors that need to be considered in this regard are considered in more detail below:

FIGURE 11 VIEWS ON COMMUNICATION



One explanation for national level respondents’ apparent concern about the effectiveness of the communication came from the interviews and Focus Groups. Some respondents indicated that they were concerned about the accessibility of the communications in terms of acronyms and style. One respondent noted that, *“sometimes organizational shorthand appears in communications, things like acronyms, references to international conferences and the like that may be familiar to many, but not all, in the network. Diversity of membership requires constant effort and attention to making communications relevant to all.”*

In addition, respondents indicated that the primary use of English, in different forms of communication, limits participation, *“Sometimes, documents are sent to us in English for inputs, but we do not understand well. If some organizations do not respond to such documents, it is not because they are not interested but because they are unable to comprehend the content of the document. Although the Alliance is trying on this front, I would like that the Alliance standardizes the translation of every network document into different languages.”* This concern was raised by multiple respondents cutting across languages.

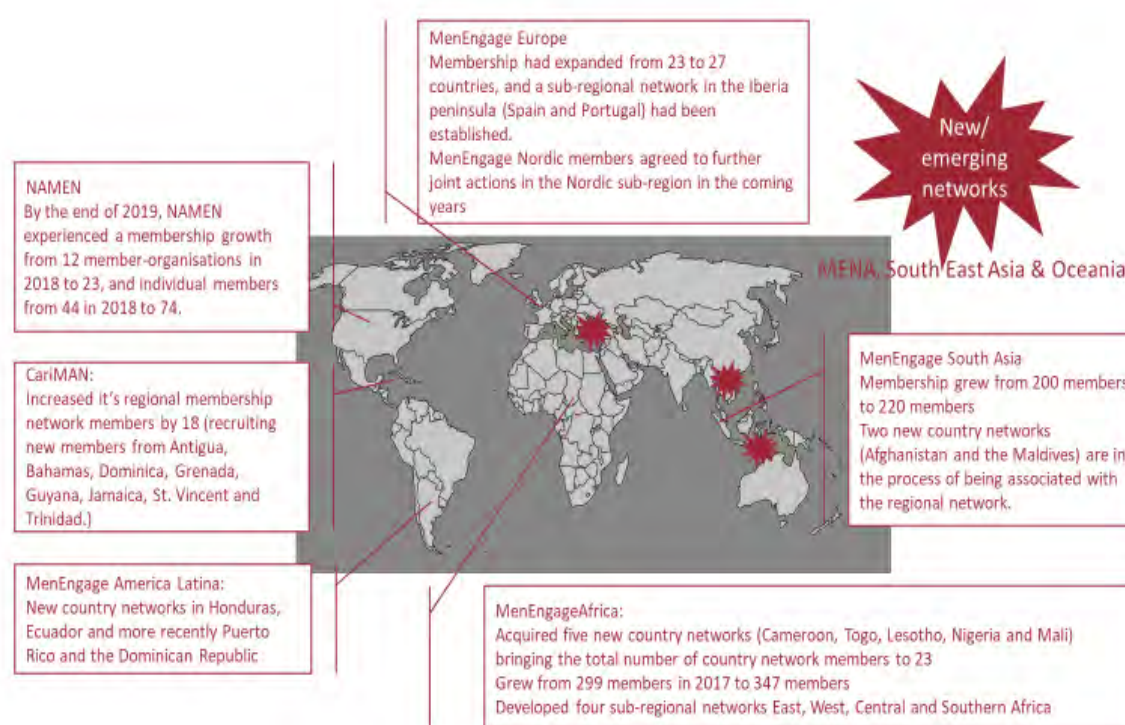
Further, as per the comments made about the **sharing of resources**, respondents commented that there should be *“more feedback from regional and global MenEngage to focal points and national networks in terms of sharing the results of previous evaluations and participatory processes”*. During this review respondents from the Global Alliance reflected on this concern and indicated that the current focus is on the identification, collection, packaging and dissemination of good practices and lessons learned from members and partners, thereby amplifying their voices. It was also indicated that MenEngage Global Alliance will issue regular electronic newsletters that report news from members and partners, broader networks and the Global Board and Secretariat – including contributions to international advocacy campaigns; the release of relevant new publications and other useful resources; as well as links to newsworthy articles.

Overall, the views expressed by respondents across all levels, affirm that there is increased engagement with members and respondents spoke particularly highly of the value of the Alliance sustaining on-going engagement and in particular commented on the extent that this communication was sustained during COVID-19 – *“bringing people together – zoom conferencing is actually really helpful to us.”* Other respondents stated that there has been an increased use of social media as platform for advocacy.

TABLE 6 HARVESTED OUTCOMES – GROWTH OF THE ALLIANCE

15. The MenEngage Global Alliance has experienced significant growth of the country and regional networks and membership in all of the regions, as well as the emergence of new potential regions	This overall strengthening is evidenced in the growth of the network – in terms of new members and countries and the increased voice of young people, women and individuals with diverse sexual orientations and gender identities and expressions. Diagram 2 shows how the Alliance has grown during the period under review both in terms of the expansion of existing networks as well as the emergence of potential new networks:
16. The voice of young people, within the work of the Alliance, is strengthened	

DIAGRAM 2 GROWING THE ALLIANCE



The **inclusive nature of this growth** is also strongly evidenced by the responses received in the focus groups and surveys. As observed by one respondent, *“through the MenEngage Alliance, we have mobilized/sensitized a considerable number of institutions including Youth networks, non-governmental organizations, women's organizations and initiatives for addressing LGBTQ issues”*.

One respondent commented, *“the understanding among network members that women/girls can fully subscribe to what appears like a male-dominant alliance has been a great change. The network has been crucial in causing this change including ensuring that they come on the steering committee and become meaningfully involved in several activities”*. Another respondent stated that, *“organizations working on women have shown interest to be a member of the network”*.

Respondents also spoke to the ways in which the membership has become more inclusive of individuals with diverse sexual orientations and gender identities and expressions. One respondent commented that, *“when we talk about gender equality, we have to recognize there are other gender identities that*

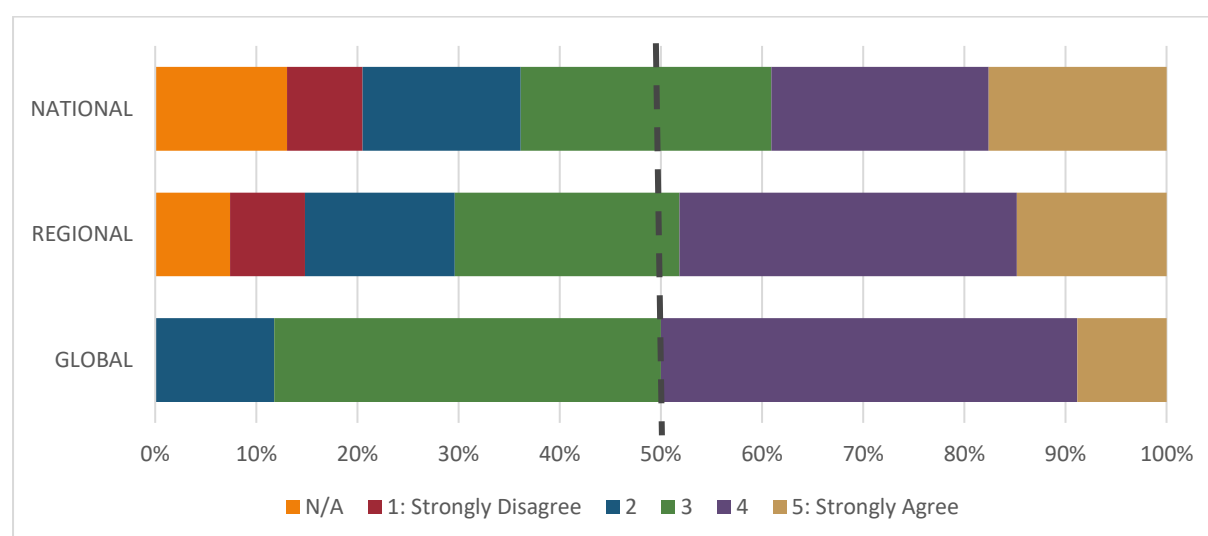
are marginalized because of the lack of recognition. So we also make sure that in countries where the law permits, there should be LGBTQI organizations represented in the country network, but where the law does not permit and they are interested in the network, they can join MenEngage but we make sure that we do not have them exposed to (risks of) harassment from the government.” An MSC story provided by one respondent indicates the value of these changes,

Bangladesh MenEngage Alliance included LGBTQI organization under the country network in 2019. Now member organization are showing an interest to include the LGBTQI people in the gender policy. After getting membership, the alliance organized an orientation session on LGBTQI. Being the representative from gender nonbinary person I have presented a creative session on sex, sexuality and gender and shared my life struggle to participants. Most of the members appreciated the session and changed their mind set regarding LGBTQI people. They offered me to conduct another session to their organization. Two participants invited me to work on gender policy.

Respondents across regions indicate that the extent of the change, in terms of increased levels of inclusivity, within the Alliance is evidenced by the increased number of leaders/members of executive within the Alliance that comes from women’s organizations/feminist organizations. These changes are also true with respect to organizations representing individuals with diverse sexual orientations and gender identities and expressions.

FIGURE 12 below explores this issue further and shows the extent to which this increased level of inclusivity is reflected in the leadership of the network. This figure highlights that the percentage of respondents who selected agree/strongly agree in response to the statement, ‘the leadership at their respective level of the organization includes sufficient representation from women’s organizations and from LGBTQI+ organizations,’ is 50% or below for all three levels, and is lowest from national respondents.

FIGURE 12 VIEWS ON WHETHER THE LEADERSHIP AT THEIR RESPECTIVE LEVEL OF THE ORGANIZATION INCLUDES SUFFICIENT REPRESENTATION FROM WOMEN’S ORGANIZATIONS AND FROM LGBTQI+ ORGANIZATIONS



A further disaggregation of this data showed that there was a larger percentage that indicated that the network was inclusive when the question was only with respect to women’s organizations. Respondents explain that whilst there is a strong commitment to include organizations that represent the rights of

LGBTIQ+ persons there are challenges in terms of legislation and the effect that this has on work with government. One respondent commented that, *"It is very challenging – we know that LGBTQ communities are not accepted, it is really challenging. We partner with the government implementing national action plan and the government is not ready to engage. We try to abide by our principles – we are reaching out to these organizations. Sometimes they are not able to come out and work openly – so many issues are coming out"*.

Another key aspect of this growth has been the deliberate focus across the Alliance on **strengthening the voice of young people**: *"The big change that I sense in recent years is the Global alliance and regional network focused on youth to mobilize the energetic resource in the community"*. Another respondent, with a regional perspective, noted that *"Many Youth-focused NGOs are also focusing on young men and boys during the last two years especially and have become members of the alliance thanks to the resources provided by MenEngage Europe"*.

A youth respondent observed that young people have taken active roles in ensuring that their voices are heard indicating that, *"... if you are coming from a grassroots organization where you are more action-led and results-oriented, sometimes taking part in the Alliance activities, conversations, etc. you might feel like that you are not learning but taking those conversations from the secretariat to the grassroots is very helpful."*

There were suggestions made with respect to how the network could be more inclusive. There was a view expressed by one regional network that there is a need to consider how to *"integrate indigenous peoples and the Afro-descendant movement."* Respondents in this network noted that none of the national networks has a political representation of these groups indicating that the networks are still (mostly) *"white, urban and academic."* A few respondents commented that in becoming more inclusive there is a need to ensure that the messaging does not exclude cisgender men. There was also a view that in order to ensure that the country networks become more inclusive there is a need to increase the number and level of participation of different member organizations (particularly where a country relies on one organization in the network to drive activities). Further there is a view that there are strategic geographic areas where MenEngage needs to increase its efforts (one respondent indicated that there is a need for an increased focus on Russia and China given their geopolitical and economic importance).

In summary, this section has highlighted the achievements that have been made in terms of the development of the institution and community of practice. There are a few areas emerging out of this evaluation that will need a greater focus in the next phase:

- (i) Whilst governance arrangements have been strengthened the evidence emerging from this evaluation suggests that there is a need to continue the support to country networks to strengthen governance as well as the capacity to develop action plans.
- (ii) Further, whilst there is evidence that there have, in some cases recently, been a change in representation, there are some concerns about a perceived attachment to power, amongst some leaders, at both a regional and national level. These will need to be closely monitored.

- (iii) A few respondents indicated that whilst the policies and procedures related to sexual harassment that have been introduced are very valuable there are still a few occasions where matters related to sexual harassment are not addressed in a transparent manner.
- (iv) There is a need to consider how the funding that has been leveraged by the Global Alliance can be sustained and deployed across the Alliance. These proposals are also coupled with the need to ensure that the process of allocating funding is transparent and retains a bias on enabling the activities of members (including smaller members).
- (v) The need to share learning more systematically at different levels. For example, where advocacy has resulted in changes to/adoption of a policy at a global level, this achievement needs to be shared more widely within the Alliance. This is coupled with the need to focus more on the sharing of resources that capture learning and achievements.
- (vi) A need for a stronger focus on internal communication – whilst mechanisms for communication have been improved there are still concerns about how to ensure communication reaches all national networks, that it is inclusive in terms of language (French/Spanish) as well as balancing the more ‘academic’ articulation of the role of men and boys in moving towards gender equality versus the language and approaches relied upon in community-based activities;
- (vii) There has been a growth in the network resulting from the strengthening of the Alliance. This growth has been inclusive, and particularly with respect to women’s organizations and an increased voice for youth. There is however still a need to sustain, and strengthen, efforts to be inclusive, including with respect to ensuring the rights of LGBTIQ+ persons, and to undertake this in a manner that continues to value diversity and ensure the full participation of members.

3.2 Collective actions, intersectional partnerships, articulation, and coordination

TABLE 7 HARVESTED OUTCOMES – MENENGAGE ALLIANCE: BUILDING ACCOUNTABILITY

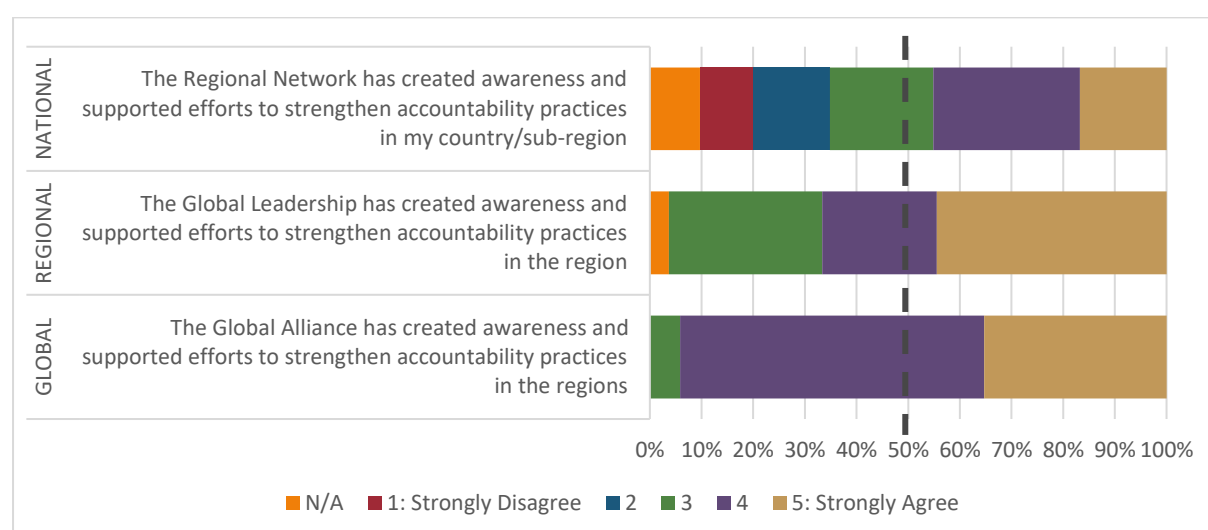
17. MenEngage Alliance members increasingly uphold accountability standards and practices in transforming masculinities and engaging men and boys and working in solidarity with the broader field of SRHR, women's rights and gender justice ³ .
18. MenEngage regional networks adopt and adapt the MenEngage Code of Conduct and Accountability Standards
19. Public events on accountability in the field of engaging men and boys are co-hosted by MenEngage and other international feminist networks
20. MenEngage Alliance increasingly breaks down hierarchies within the Alliance, moving towards more accountable leadership, with a horizontal approach to agenda-setting and network-strengthening models

There is evidence that considerable work has been done to create awareness around accountability practices. Significantly, the evaluation found that **members are increasingly aware of, and uphold, the Accountability Standards**. This has resulted in changes in understanding and practices.

The extent of this work is illustrated in Figure 13 which shows that nearly all respondents to the global survey selected agree/strongly agree to the statement 'The Global Alliance has created awareness and supported efforts to strengthen accountability practices in the regions.'. Further, about 65% of regional respondents selected agree/strongly agree with the view that the Global Alliance has created awareness and supported efforts to strengthen accountability practices in their regions. However, only 45% of the national respondents

indicate that the regional networks has created awareness and supported efforts to strengthen accountability practices (as illustrated in Figure 13):

FIGURE 13 VIEWS ON THE ROLE OF LEADERSHIP IN CREATING AWARENESS AND SUPPORTING EFFORTS TO STRENGTHEN ACCOUNTABILITY PRACTICES.



A disaggregation of these findings from the perspectives of the regions shows that there are differences across regions as to the extent to which their Regional Network has created awareness and supported efforts to strengthen accountability practices in the MenEngage Network. These responses may in part

³ Note that outcomes which were sent to external respondents to review, comment on and validate are highlighted in orange in these tables

be explained by the differences in the ways in which the regions are structured but may still require reflection on in each of the regions.

FIGURE 14 REGIONAL DISAGGREGATION OF NATIONAL RESPONDENTS VIEWS ON ROLE OF REGIONAL LEADERSHIP IN CREATING AWARENESS AND SUPPORTING EFFORTS TO STRENGTHEN ACCOUNTABILITY PRACTICES.

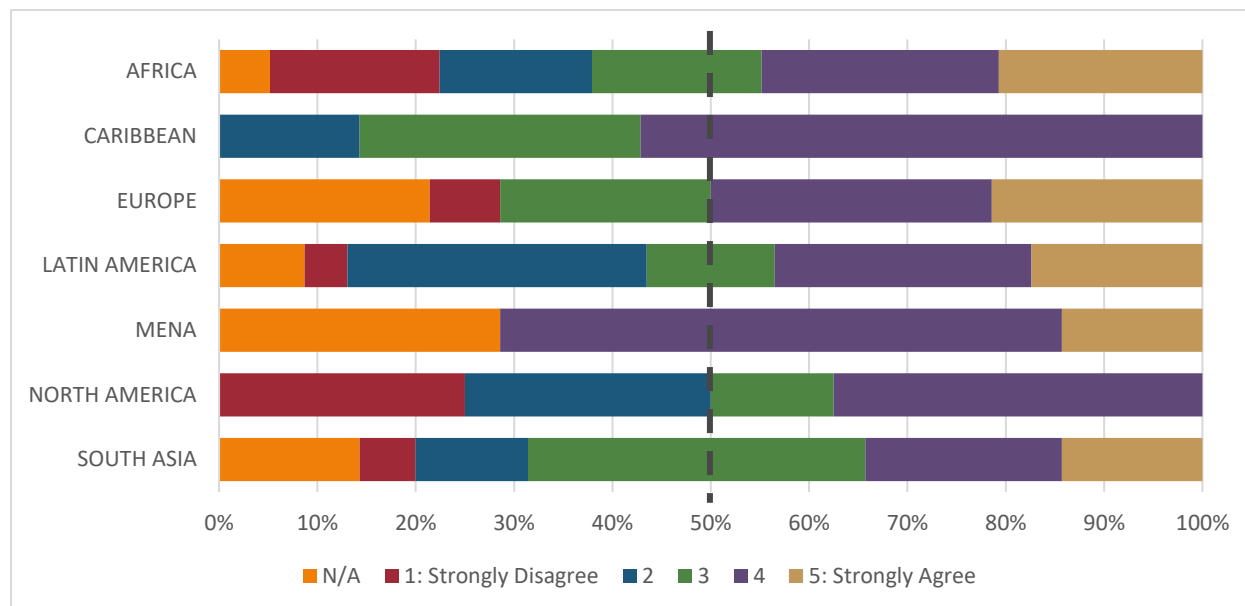
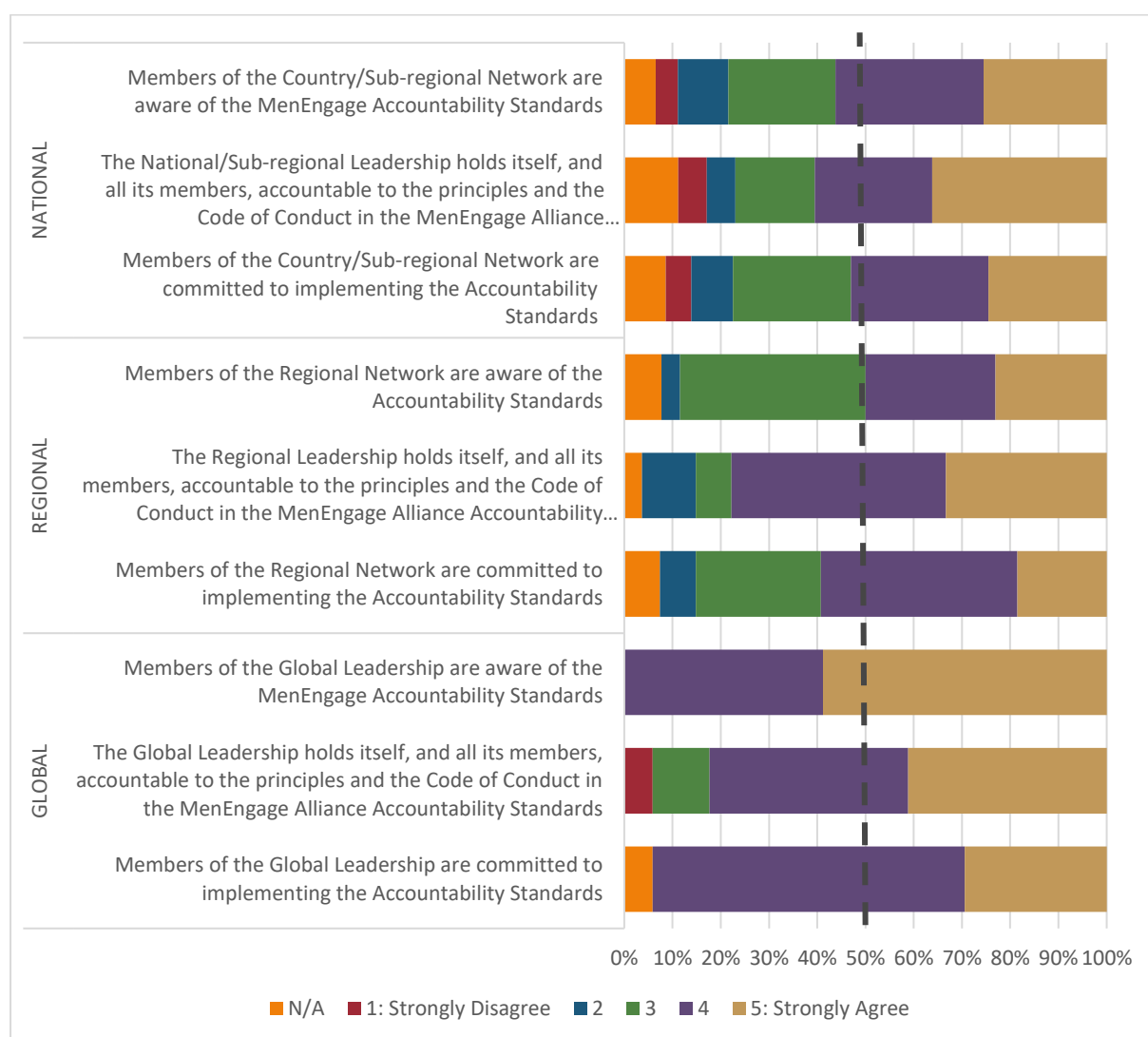


Figure 15 over the page reflects respondents' views on the Accountability Standards. It shows that in response to the question about levels of awareness of the Accountability Standards, just around half of both regional and national respondents agreed or strongly agreed that members were aware of the Accountability Standards, while 100% of global respondents selected agree/strongly agree in response to this statement.

In response to the question of whether the leadership at the various levels holds itself and its members accountable to the Code of Conduct in the Accountability Standards, 60% of national respondents, and around 80% of regional and global respondents agreed/strongly agreed with the statement. Finally, respondents were asked if they thought that members at their levels were committed to implementing the Standards: just over 50% of national respondents, just under 60% of regional respondents and nearly 100% of global respondents selected agree/strongly agree.

FIGURE 15 THE ACCOUNTABILITY STANDARDS



These increased levels of awareness have seen changes in personal transformation: *“dramatic change on a personal level, before my knowledge on men and masculinity was not up to the mark but after engaging the network, I changed my attitude”*. Another respondent noted that *“Working with the MenEngage Alliance Pakistan brings a very positive change in my thoughts and way of working towards Gender and masculinity”*, and *“The alliance has equipped me to understand accountability standards and respect the LGBTIQ.”*

And, as observed by one regional respondent, these personal changes evolve into organizational changes, *“the most significant change for me personally has been the notion of accountability and the challenges to implement this concept in the network and my organization. We still have too often unquestioned power balances between women and men and to my understanding we do lack awareness of the harmfulness of binary gender norms. That working with boys and men should do no harm to girls*, women* and minorities has come to be one the most important concepts for me now. It is not enough to say ‘I am a cis white male and privileged’ but the challenge is to take the step and change this...”*

Ways in which this increased understanding of reflective and accountable practices has translated into a more horizontal approach is given expression in the views offered by one respondent, interviewed who

observed that, "[...] a lot of autonomy has been given so that all (national) networks can do whatever they want with each other, communicate [with each other] and don't have to ask permission [from the Coordination]. We simply ask that they inform us to have a systematization of the entire experience (...) This has generated a very vibrant communication and participation [of the members]."

The increased organizational accountability is given practical expression in the strengthening of the network. One respondent stated that, *"We have instituted transformative systems in our structures where it is mandatory now that there must be inclusion of all key stakeholders of MenEngage i.e. women, men, youths and people with disability.... We have also begun to strengthen our accountability mechanism especially where we have had members falling out of line of what is accepted. We have been able to take quick moves to apply the accountability standards to ensure that we all conform to that."*

A global respondent commented that, *"Our accountability process has matured and strengthened over the past three years and has guided us through some challenging cases and decisions. That work is not over, however, as we need to figure out how to apply accountability practices at an even deeper level, internally and externally. For example, how does accountability intersect with the current anti-racist movement, the #MeToo movement, and efforts to decolonize engaging men and boys work"*.

One external regional respondent, interviewed as part of this evaluation, reflected on the extent to which there have been changes amongst members of the regional alliance. The respondent commented that, *"(...) maybe the men in CariMAN (...) had a sense of the 'benevolent patriarch' as their vision of the 'good man', the man who still headed the household, who still was the decision maker, but who did not abuse women and was careful and respectful, but all the same silver hair, still the patriarch (...) I call it the 'Benevolent Patriarch Model' of masculinities."* The respondent observed that this has changed and that, *"[CariMAN men] that we interacted with were wonderful people, and I think they felt the same about us on the other side of the feminist fence."* However, the respondent was not aware of the decision relating to including women in the network and appeared to be uncertain as to how this related to the vision of the Alliance.

Globally, external respondents were asked whether they agreed with the outcome, 'MenEngage Alliance members and partners increasingly uphold accountability standards and practices in transforming masculinities and engaging men and boys and working in solidarity with the broader field of SRHR, women's rights and gender justice'. They were also asked to comment on the significance of this outcome and the extent to which MenEngage Alliance contributed to its achievement. One external respondent observed that the MenEngage secretariat fully upholds the accountability practices, indicating that they are committed to learning from the feminist movement. However, reinforcing the findings of the survey, the respondent suggested that not all of the general membership is as committed. The respondent stated that, *"the partners we work with on country levels, they need to do more"* suggesting that there is a need for more pressure from the secretariat tied to funding that is received and that this could be further supported by ensuring that the materials developed by MenEngage globally are rolled out at a country level.

As evidenced by these comments and by the survey results shown in Figure 15, the Accountability Standards are **strongly owned at a global and regional levels** and have been translated and shared in some countries (for example during 2017, MenEngage European Network translated the MenEngage Accountability Standards and Toolkit into Russian and then had a series of workshops about the key

concepts in the local context). In Africa there was an Accountability Workshop which explored the concerns about engaging men and boys that was being highlighted by feminists in the region. This led to several important agreements being reached about ways to enhance accountability. Further MenEngage organized and co-hosted **a range of public events**, which provided opportunities for members and partners to dig deeper into the challenges and responsibilities that leaders in this field carry. These public spaces have provided space for many stakeholders to raise their concerns and, equally importantly, to make proposals on what needs to change.

In relation to the fourth outcome (in Table 7) we saw that there have been shifts in understanding and attitudes relating to **power and privilege in a manner that increasingly breaks down hierarchies within the Alliance**. **Error! Reference source not found.** below shows average scores (excluding N/A) from the survey responses against the statement of whether each level of the Alliance ‘supports interactions across its members that recognize – and challenge – power and privilege’. It can be seen that global respondents indicated that this was strongest at a global level (average score of 4.2 – not that 1 is strongly disagree and 5 is strongly agree) but only somewhat at a regional and national level (average scores of 3.4 each). Regional and national respondents also saw this happening more at a global level, but the disparity between the three levels was smaller:

DIAGRAM 3 ‘HEATMAP’ ANALYSIS OF AVERAGE RESPONSES TO STATEMENT OF POWER & PRIVILEGE

	GLOBAL RESPONSES	REGIONAL RESPONSES	NATIONAL RESPONSES
The Global Leadership supports interactions across its members that recognize – and challenge – power and privilege	4.2	3.9	3.7
The Regional Networks generally support interactions across their members that recognize – and challenge – power and privilege	3.4	3.4	3.5
The National/Sub-regional Networks have generally supported interactions across their members that recognize – and challenge – power and privilege	3.4	3.5	3.6

Respondents were further asked to rate the degree to which they had experienced power imbalances in the Alliance in several key areas (1 was not at all and 5 is an overwhelming amount). As shown in Figure 16, most respondents selected 1 or 2, thus returning low overall average scores. Of those that had experienced such imbalances, some members at both national and global levels highlighted concerns about imbalances in power related to the size of organization. Then, interestingly, at a global level quite a few respondents raised the need to consider North/South imbalances, and then, to a lesser extent, imbalances in terms of heteronormativity and race.

However, in some of the interviews, respondents, referring to the management of power within the organization, suggest that the Accountability Standards and, related to this the Code of Ethics, are not consistently put into practice and suggest that there needs to still be work undertaken to ensure that governance structures within the Alliance do not reproduce the patriarchal model. This issue echoes the concerns that were raised previously in terms of changing leadership and requires further discussion within the network. This issue is discussed in the conclusion of this report.

FIGURE 16 VIEWS ON WHETHER RESPONDENTS HAVE EXPERIENCED POWER IMBALANCES IN DEFINED AREAS

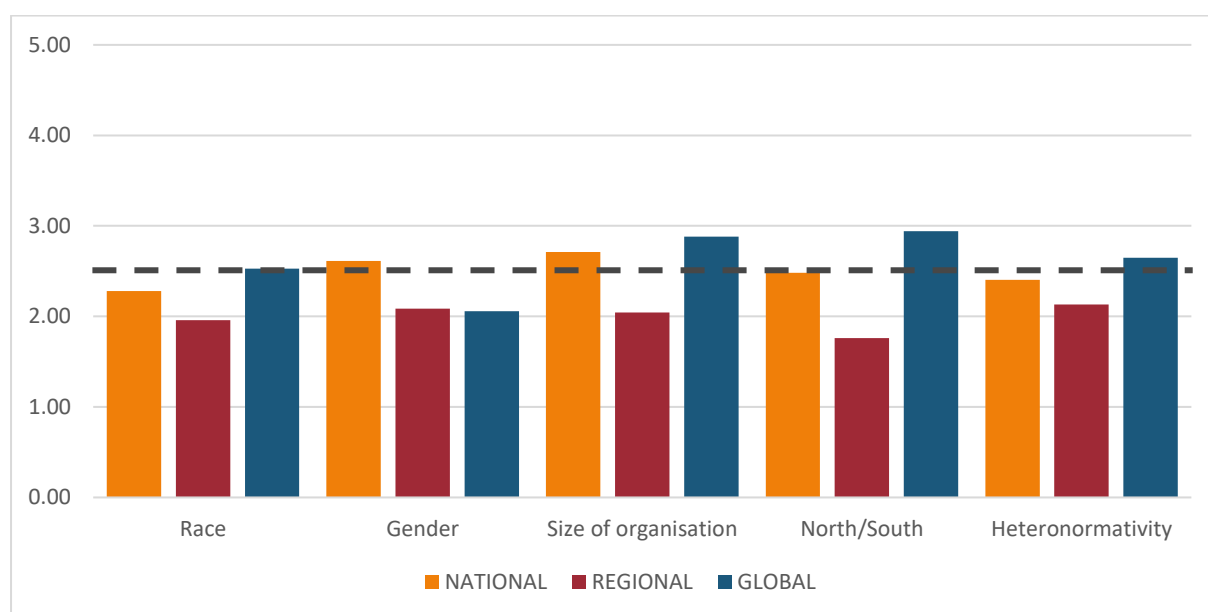


TABLE 8 HARVESTED OUTCOMES – MENENGAGE GLOBAL ALLIANCE: BUILDING PARTNERSHIPS

21. The MenEngage Alliance establishes stronger partnerships at a global level with women’s rights and gender justice CSOs, NGOs and UN agencies	<p>The increased accountability has led to agreement on ways to work collectively to advance gender justice through addressing the priorities of women’s rights organizations and the feminist movement broadly, <i>“The network has accelerated the processes of linkage and exchanges between organizations, enhanced the possibilities of organizations and national networks working together and generating alliances”</i>. Other comments include that, <i>“MenEngage (NAMEN) has offered the opportunity to form a community and network among otherwise isolated activists and organizers and our field;”</i> <i>“Another thing I have noticed about MenEngage is that even if you are in that space, you are not there alone. There are other colleagues from other regions, say Asia and Europe, who are there with you to collectively lobby and advocate;”</i> and <i>“Belonging to the network is an opportunity to generate relations and links, no doubt.”</i></p>
22. Strengthened partnerships lead to collective agreement on ways to take action to advance gender justice through addressing the priorities of women’s rights organizations and the feminist movement broadly	
23. Partnerships across regions (and within countries) are deepened and result in actionable strategies	

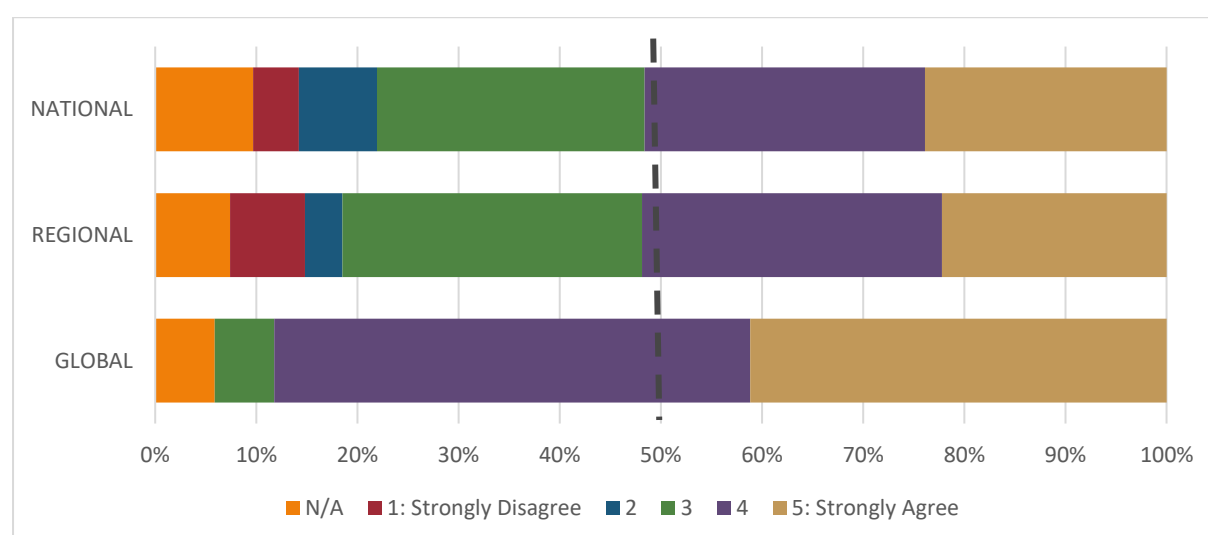
These strengthened relationships, grounded in the principles of accountability, has led to strengthened partnerships and an **increased focus on building partnerships with women's rights and gender equality organizations** as part of the broader feminist movement. This is evidenced by a review of the actions taken by the Alliance across the harvested outcomes:

Error! Reference source not found. highlights that the majority of actions taken by the Alliance (described in the harvested outcomes) have involved a partnership with women's organizations. Further, multiple examples of

partnerships are included in Annexure 2. Many respondents commented that through this on-going engagement, and because of the accountable approach adopted by MenEngage in these partnerships, there has been a reduction in the fear, amongst women leaders and activists, of the possible challenges of working with men and boys.

Respondents in this evaluation have highlighted that the way in which they have engaged with accountability and they have reflected on how changes in practice has contributed to the building of quality partnerships. Figure 17 shows that, while just under 50% of respondents at national and regional levels agreed/strongly agreed with the statement that members of their respective networks 'collaborate with, have open dialogue and accept constructive criticism from the feminist/social justice sector', this figure rises to nearly 90% of respondents at a global level.

FIGURE 17 RESPONSES TO STATEMENT: MEMBERS OF [MY LEVEL OF THE NETWORK] COLLABORATE AND HAVE OPEN DIALOGUE WITH, AND ACCEPT CONSTRUCTIVE CRITICISM FROM, THE FEMINIST/SOCIAL JUSTICE SECTOR



Commenting on the quality of partnerships, one respondent indicated that, *"The quality of partnership is commendable and a very well-thought initiative in the sense that other women's rights organizations become our strategic partners. So, we have strategic partners in the form of UN Women and other UN organizations, also feminist networks. It helps us in understanding the women's rights movement more*

DIAGRAM 4 'HEATMAP' ANALYSIS OF PARTNERS IDENTIFIED IN THE OUTCOMES HARVEST

Women's Orgs/Feminist Orgs	24
INGO	17
Community Org	9
Social Justice Org	7
National Governments	5
Regional Govt Structures	4
LGBTI/SOGI Org	2
Youth Org	2
Religious Org	1

and also what we do as a network. We ensure that organizations represented within the network are organizations that are engaged in the women's rights movement, they form part of our constituencies."

However, a respondent from another region commented that there is, *"still a gap between human rights organizations and MenEngage Alliance. It is not so much about MenEngage but more women's rights organizations in (Sri Lanka). They don't mingle very much outside of their own circles. We have tried to approach them – we haven't succeeded much,"* The respondent continued to say that they still need support from the Global Secretariat stating that whilst, *"at the global level many things are happening in collaboration – this momentum is not in our region. This needs to be different"*.

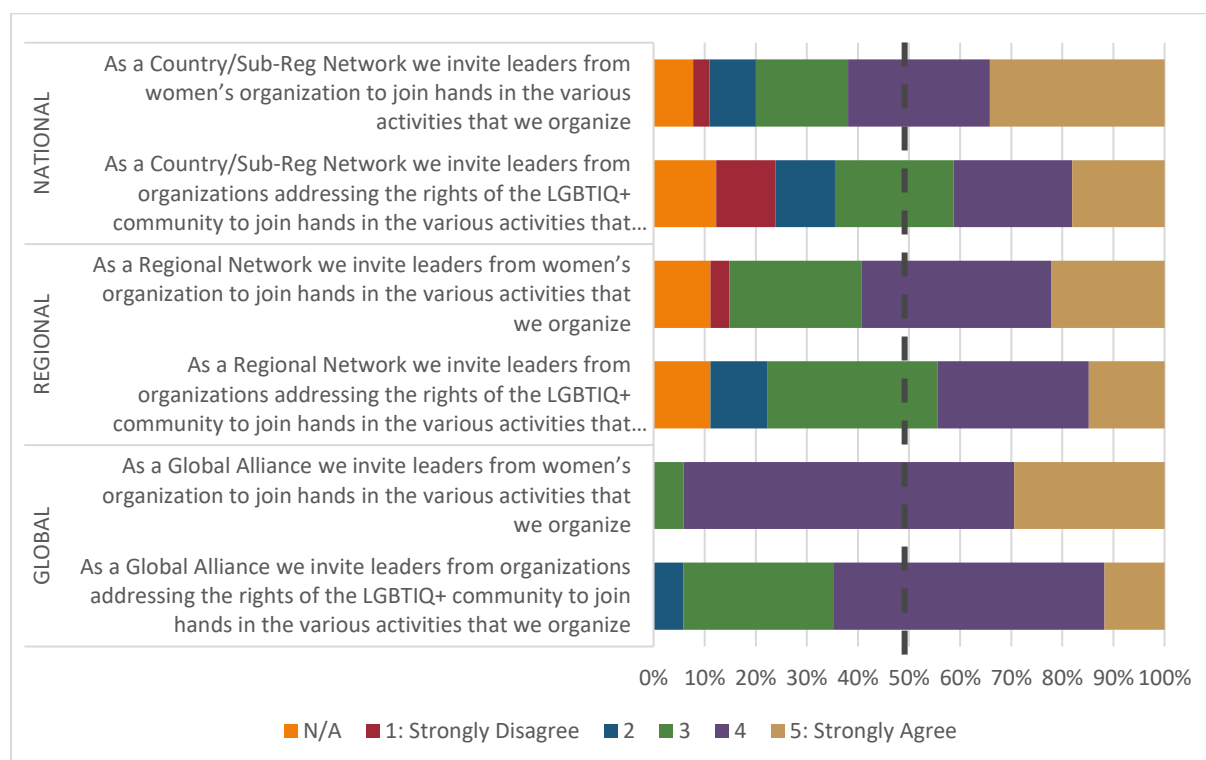
An external respondent who was asked about the extent to which they agreed that this outcome has been achieved, its significance and the role of MenEngage Alliance in realizing this change confirmed that this outcome has been achieved and stated that this achievement is seen as critical as work on men's engagement in SRHR needs to be in support of women's rights and autonomy to control their sexuality and fertility. The respondent commented that, *"while men need to be engaged, it cannot be to take over or make decisions about or at the expense of women's right to control their bodies, without which SRHR cannot be achieved"*.

These changes highlight the complexity of building these partnerships in ways that give expression to the commitment to accountability. Respondents acknowledged the manner in which these relationships have evolved and spoke of the changes and shifts that the Alliance has made, and continues to make, and spoke to the openness that this has encouraged within the women's organizations and the feminist movement. A regional respondent observed that, *"I have noticed tension with the feminist movement/activists regarding their approach of "Meeting men where they are"*. Another respondent from the same region observed that, *"while we've always tried to maintain connections with the women's movement, women's organizations, etc. it hasn't always been easy: sometimes because we shoot ourselves in the foot [by expressing/acting in a sexist way] as individuals, sometimes because they are suspicious and don't really want to include us in things, or they include us when we have money(...) this was in the early days, I think it has evolved now."*

As reflected on previously, in response to the **story stems**, we saw how respondents – when providing the end of the story about how two men who attend a protest march and are challenged about their privilege and asked what they are willing to give up in order to build equality - acknowledged how hard these challenges are for activists. Most of these respondents emphasized the need to move through discomfort and find ways to challenge privilege and be better allies (only two respondents ended the story still unhappy with having been called out). Whilst these stories are fictional, they highlight the recognition amongst members of the complexity of this process and of the need to reflect on how to strengthen the ways in which men work with women's organizations and in the feminist movement.

There is evidence that these partnerships are resulting in **actionable strategies** at all levels of the Alliance. Figure 18 shows that around 60% of national and regional respondents agreed/strongly agreed with the statement that leadership from the women's movement were invited to participate in activities, and this increased to over 90% for global respondents. In relation to the inclusion of leadership from LGBTIQ+ organizations, again responses from national and regional were similar, with around 40% agreeing/strongly agreeing, while around 65% of global respondents selected this option.

FIGURE 18 VIEWS ON WHETHER LEADERS FROM WOMEN’S RIGHTS AND LGBTIQ+ ORGANIZATION ARE INVITED TO PARTICIPATE IN ACTIVITIES ORGANIZED BY THE ALLIANCE



These reflect the extent to which these partnerships are being built, and these changes were affirmed by external respondents commenting on this outcome, two of whom fully agreed that the outcome had been achieved and one who partially agreed. One external respondent observed that, WGNRR and MenEngage have forged a partnership for joint campaigning around sexual and reproductive health and rights particularly on abortion rights. Another external respondent stated that, *“I think globally this is happening more, just don’t know if individual members are doing this in collective agreement with local feminist groups across all its membership and regions”*.

However, in some cases, the nature of these relationships appears to still be contested. One respondent observed that there is a strong sense that their regional structure *“is not seen -and does not really want to be seen- as part of the feminist movement but rather as an external ally such that partnerships with the women’s movement seem to be as well very ad hoc and limited to specific actions.”*

Overall, though, as shown in Diagram 5 respondents at all three levels indicated the highest average scores for the statement on partnerships as it applied at the global level, and the lowest average scores for how this applies at a national level, indicating that there is still work to be done in relation to partnerships outside of the global level:

DIAGRAM 5 ‘HEATMAP’ ANALYSIS OF AVERAGE RESPONSES TO STATEMENT ON PARTNERSHIPS

	GLOBAL RESPONSES	REGIONAL RESPONSES	NATIONAL RESPONSES
The Global Leadership has quality partnerships with women’s organizations, organizations addressing the rights of the LGBTIQ+ and those working in the feminist/social justice sector at a global level.	4.0	4.0	3.7
The Regional Networks have generally established quality partnerships with women’s organizations, organizations addressing the rights of the LGBTIQ+ and those working in the feminist/social justice sector	3.4	3.4	3.3
The National/Sub-regional Networks have generally established quality partnerships with women’s organizations, organizations addressing the rights of the LGBTIQ+ and those working in the feminist/social justice sector	3.2	3.3	3.0

TABLE 9 HARVESTED OUTCOMES – MENENGAGE GLOBAL ALLIANCE: WITH, AND IN, MOVEMENTS

24. The Alliance (at national, regional, and global levels) increasingly implements its intersectional strategy and acts in solidarity with women’s rights and gender equality organizations as part of the broader feminist movement

The extent to which MenEngage is part of a **movement** or collaborating with different movements in an ad-hoc manner was evidenced throughout this evaluation. There was evidence in this evaluation that the ways in which MenEngage has engaged with accountability has enabled the networks to contribute to wider social and gender

justice movements. One respondent illustrated this view in their survey, “*men and boys, who are involved in the movement on women human rights, becomes change activists by changing their attitude and behaviors towards women and girls and pay just respect to women leaders. This strengthened the movement towards social change.*”

There were multiple examples of ways in which the Alliance has worked with movements: issuing statements, joining marches, and creating awareness. For example one respondent indicated that in their region they had a Zoom dialogue on Race, Class & Gender in response to Black lives matter and, “*this conversation was circulated by the regional network and we had an overwhelming attendance- in fact, we had to upgrade to a larger room to accommodate the attendees. This was significant because we were able to mobilize in a relatively short period because of this dynamic executive team.*” Another talked about the involvement of MenEngage in the #MeToo campaign. Indicating that, “*I saw a lot of resources and guides on how to leverage that moment, in conversation with men.*”

One global respondent observed that the Alliance is increasingly aware of intersectionality and is able to speak out about “*climate change and our responsibility as MenEngage activists to speak up and do something about it. Now we are recognizing more the specific struggles of trans and non-binary people.*”

Now we are talking more about accountability to the feminist movements and the LGBTQI movements as a cross cutting theme in all we do. And during these last few months after the murder of G Floyd and the protests, now we are talking more about racism and anti-blackness. In sum, it's an increase in political awareness”.

Diagram 6 below shows that again, respondents at all three levels indicated the highest average scores for the statement on participation in movements at a global level, but even at a global level, participation in movements related to environmental justice/natural resource rights was lowest scored.

DIAGRAM 6 'HEATMAP' ANALYSIS OF AVERAGE RESPONSES ON PARTICIPATION IN MOVEMENTS

	GLOBAL RESPONSES	REGIONAL RESPONSES	NATIONAL RESPONSES
The Global Leadership has been able to readily and effectively respond to and participate in mobilization around #MeToo	3.8	3.8	3.6
The Global Leadership has been able to readily and effectively respond to other key imperatives and movements undertaking anti-racist advocacy	3.7	3.5	3.6
The Global Leadership has been able to readily and effectively respond to other key imperatives and movements addressing environmental justice/natural resource rights	3.0	3.4	3.5
The Regional Network has been able to readily and effectively respond to and participate in mobilization around #MeToo	3.3	3.2	3.4
The Regional Network has been able to readily and effectively respond to other key imperatives and movements undertaking anti-racist advocacy	3.3	3.3	3.2
The Regional Network has been able to respond readily and effectively to other key imperatives and movements addressing environmental justice/natural resource rights.	3.1	2.8	3.2
The National/Sub-regional Networks have been able to readily and effectively respond to and participate in mobilization around #MeToo	3.0	3.1	3.0
The National/Sub-regional Networks have been able to readily and effectively respond to other key imperatives and movements undertaking anti-racist advocacy	2.8	3.1	3.0
The National/Sub-regional Networks have been able to readily and effectively respond to other key imperatives and movements addressing environmental justice/natural resource rights	2.8	2.9	3.0

External respondents partially confirmed the achievement of this outcome stating that whilst MenEngage has certainly contributed to this change and certainly acts in solidarity with women's rights organizations, they are not *“necessarily part of broader feminist movement”* indicating that this varies from region to region stating that with respect to Latin America and the Caribbean, *“MenEngage Alliance does not participate as part of the major EFLAC conference. Also does not participate in regional conferences on women in LAC”*. Another respondent indicated that this outcome requires on-going efforts to find practical and concrete ways to demonstrate solidarity and allyship with women's rights

organizations and feminist groups in ways that *“use that representation to give voice to the importance of men being responsible for equality in concrete ways – i.e. sharing of care work, sharing of resources and power, sharing of visibility and leadership space, sharing of credit”*.

In summary, there is evidence from this evaluation that the institutional base that has been established, coupled with a strong focus on accountability, and this has allowed the Alliance to deepen their partnerships with women’s organizations and the wider social justice/ feminist movement. Emerging from this section are a few areas that will need additional focus in the next phase:

- (i) The imperative to address power and privilege, highlighted at multiple points within this evaluation, will require on-going work, particularly at a national level. This awareness of the Accountability Standards, and the adherence to the Code of Ethics, is considered essential as a foundation to quality partnerships.
- (ii) Whilst there have been achievements in terms of partnerships, the interviews suggest that there is still a need for work around the relationship between MenEngage and women’s rights organizations, particularly at a regional and national level. We also found that around 40% of respondents from national and regional agreed/strongly agreed with the statement about the inclusion of leadership from LGBTIQ+ organizations. This of course reflects legal issues but again would need to be monitored.
- (iii) The other area that has emerged in the context of this evaluation is the need for more attention to be placed on the way in which MenEngage interacts with movements. In the previous evaluation attention was placed on the role of the Alliance as a network (rather than an NGO). This particular form – the network – has been given practical expression in the way in which the Alliance works with members as an enabler, with shared values and adopting an intersectional approach. However, it seems that there are still questions about the extent to which the Alliance systemically contributes to the building of movements or, as is currently the case, participates in ad-hoc activities with movements.

3.3 An enabling policy environment and models & manifestations of non-violent masculinities

As noted above, the evaluation has found evidence of the development of the institution and network coupled with a deepening commitment to reflective practices and accountability. This has created the basis for stronger partnerships and solidarity with feminist and social justice movements. This section reflects on the extent to which these partnerships and solidarity have translated into effective advocacy and improved programming.

3.3.1 MenEngage Global Alliance: Strengthening Advocacy Strategies

TABLE 10 HARVESTED OUTCOMES – AN INCREASINGLY VISIBLE AND COORDINATED ADVOCACY RESPONSE

25. The Advocacy Working Group (AWG) is established as the main collective strategizing space for advancing MenEngage Alliance's plans for a consolidated joint advocacy agenda and strategy	<p>There is considerable evidence that the Alliance is working on its advocacy strategy in a more coordinated manner, including through the Advocacy Working Group (AWG), and has contributed to knowledge on transforming patriarchal masculinities and engaging men and boys towards gender justice. There is also evidence of the Alliance working to elevate the voice and experience of activists are elevated to the relevant forums.</p> <p>Regional respondents commented on the value of the AWG as well as other working committees that have been established to enable members to participate in processes, and collectively agree to advocate, for feminist-informed, gender transformative, human rights-based language and approaches to engaging men and boys and transforming masculinities. One respondent highlighted the value of this collective effort as given expression in the way in which the work towards the global symposium that is coming up is being carried out; the respondent indicated that, <i>"to come together and discuss and agree on things. It really matters and brings people together. In the Advocacy Working Group – I represent South Asia – we actually bring our advocacy issues into this general discussion – our issues are similar."</i> The respondent acknowledged that this work <i>"is time-consuming, and it is usually our evenings"</i> but indicated that there was a recognition of the importance of these processes.</p>
26. MenEngage Alliance members participate in processes, and collectively agree to advocate, for feminist-informed, gender transformative, human rights-based language and approaches to engaging men and boys and transforming masculinities	
27. Increased representation from advocates at regional level strengthens the voice and capacity of the Alliance to undertake effective advocacy	
28. The voice and experience of activists working at a community level are elevated and brought into global intergovernmental forums through the work of the Alliance	
29. Increased representation and meaningful participation from young people in the advocacy activities of the Alliance	
30. MenEngage members and strategic partners increase the number of joint policy advocacy actions taken on issues related to SRHR including HIV/AIDS, GBV, women's rights and gender equality	
31. The Alliance has made a substantial contribution to the overall knowledge bank of national, regional, and global discourse and policies on engaging men and boys in ways that address gender justice	

Respondents also suggest that there have been **opportunities for regional representatives to engage** in both global and regional discussions, which

inform advocacy actions. This has led to an increased number of collective actions and statements at all levels of the Alliance.

Just over 50% of regional respondents and just under 50% of national respondents agreed/strongly agreed with the statement that the Regional Network enables **national members to undertake advocacy work** at a regional level. Over 80% of global respondents indicate that the Global Leadership invites and enables regional and national members to undertake advocacy work at a global level.

The one challenge, with respect to the extent to which members at different levels can effectively engage in processes - and have a voice in key forums - resonates with an issue raised previously. That is that there are cases where opportunities to attend events are centralized in a few people. There was a view that this needs to be challenged and that there is a need for transparent criteria that determines how participation in key events are determined to ensure that participation is not limited to only a few individuals.

Respondents also talk to the ways in which the voice of **young people** has been increased in the advocacy work of the Alliance. One respondent commented that *“what MenEngage does is that it brings young people into these spaces to defend their rights and have opportunities to lobby for language and inclusion.”* Another respondent in the focus group continued to say that, *“what I particularly like about MenEngage is that you are not given a script telling you what to do or say. If it is CSW, you map out the spaces you want to go to and if you need any skill or help in developing a presentation, there is a team ready to help you. At the end of the day, it is your voice that speaks and not an NGO saying your story for you.”*

This view was affirmed by external respondents: one who fully agreed with the outcome, ‘Increased representation and meaningful participation from young people in the advocacy activities of the Alliance’ and the other who partially agreed with this outcome, stating that, *“whereas there is participation of young people in the spaces and activities of the Alliance, there need to do more. There is a need to take a deliberate move to have young people be part of the decision making and composition of the board, lead on the activities and furthermore create spaces where young people can voice their issues. If we did this, we would achieve more and have meaningful participation of young people”*. The respondent provided a caveat in this regard suggesting that this has been achieved at a global level but there is need to have this fully replicated at a regional and national level.

With respect to the extent to which this increased participation has led to an increase in the number of **joint policy advocacy actions**: we found that there was considerable evidence of different types of joint advocacy actions. This includes multiple engagements at forums at different levels (as highlighted in the Annexure 2). The extent that this joint advocacy is given expression at a local level was highlighted by one respondent who commented on the extent to which the partners take collective action to advocate for change in a visible way. The respondent indicated that, *“I was even laughing yesterday, I went to the clinic with my child, just a normal clinic in South Africa and I saw posters, which we have produced. So, if you saw such a poster in a clinic, obviously these are health-related posters and I saw our logo there.”*

Figure 19 shows that the majority of respondents at all three levels agree/strongly agree with the statement that their network undertakes advocacy work to address gender inequality and change

behaviors and attitude, although it is noted that just over 50% of national respondents gave these replies, in contrast to the nearly 100% of global respondents who agreed/strongly agreed

FIGURE 19 VIEWS ON WHETHER ADVOCACY IS UNDERTAKEN AT THE VARIOUS LEVELS

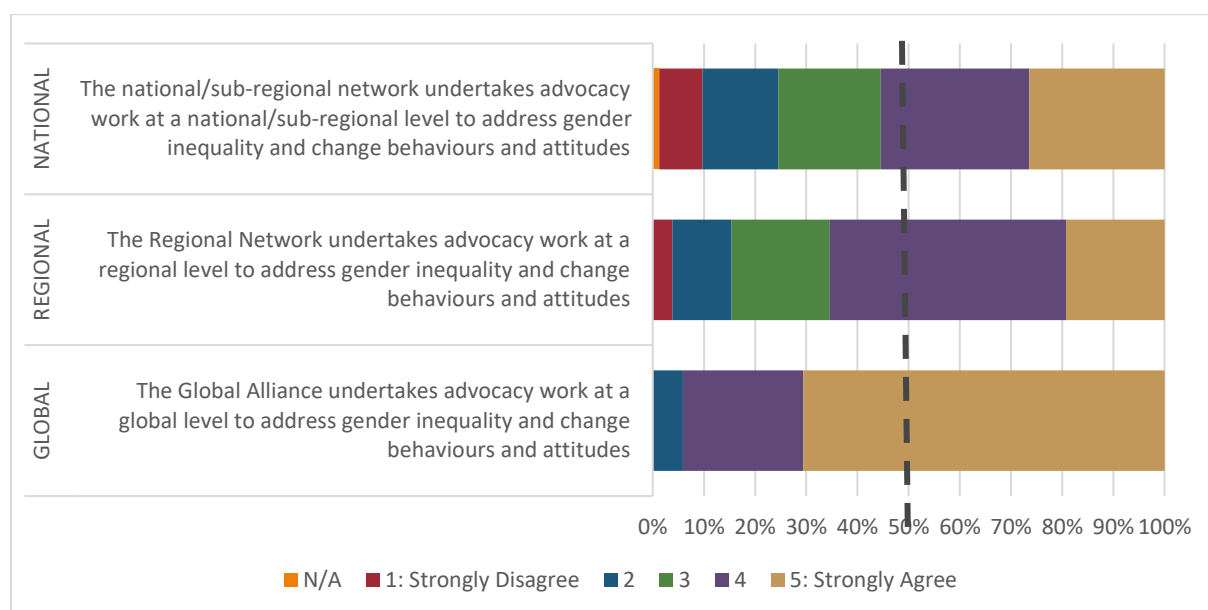
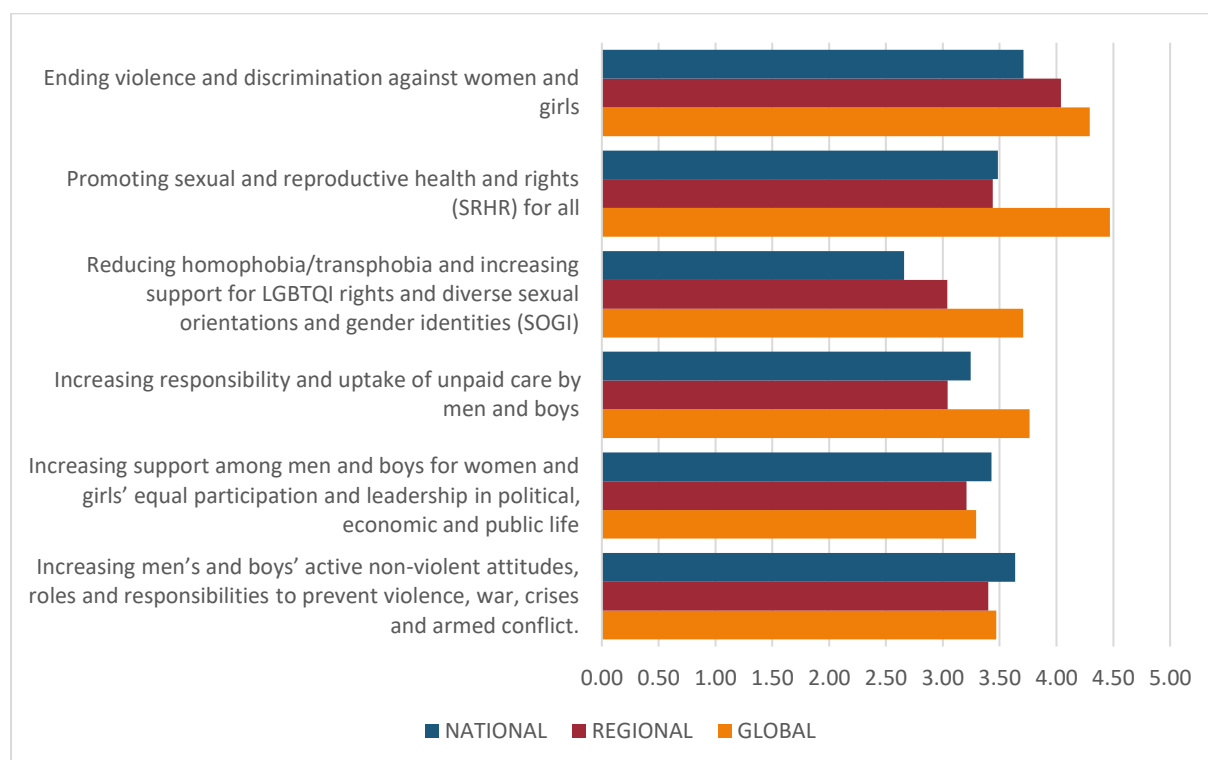


Figure 20 provides an indication of the degree to which respondents suggest that these actions focus on issues related to SRHR, (including HIV/AIDS), GBV, women’s rights and gender equality over the past five year. The figure shows the average responses to the question on the degree to which respondents felt that their strategy had addressed various priorities over the past three years. As shown, there are a range of thematic issues that the Alliance has worked to address.

At a global level there has been a strong focus on promoting SRHR, followed by advocacy to end violence and discrimination against women and girls and then increased responsibility and update of unpaid care by men and boys and reducing homophobia/transphobia. This can be compared with the issues tackled at a regional level where we found that ending violence was the key issue and then this was followed by promoting SRHR and increasing men’s and boy’s active non-violent attitudes, roles and responsibilities to prevent violence, war, crises and armed conflict. This was similar at a national level although here the third largest area was that of increasing support amongst men and boys for women and girl’s equal participation and leadership in political, economic, and public life.

FIGURE 20 PLEASE RATE THE DEGREE TO WHICH YOUR STRATEGY ADDRESSED THE FOLLOWING PRIORITY ISSUES OVER THE PAST THREE YEARS (1 IS NOT AT ALL, 5 IS COMPREHENSIVELY; AVERAGE SCORES SHOWN)



We also found evidence with respect to the final outcome in this table, “the Alliance has made a **substantial contribution to the overall knowledge bank** of national, regional and global discourse and policies on engaging men and boys in ways that address gender justice.” This is well documented in Annexure 2, which provides multiple examples of the ways in which knowledge has been shared - by the Alliance - in multiple fora and through the production and publication of manuals. For example, in Uruguay a manual on paternity and sexual health was developed for state officials involved in public policy implementation. Respondents indicate that this was possible thanks to the support of MenEngage.

An external respondent commenting on the outcome, ‘the Alliance has made a substantial contribution to the overall knowledge bank of national, regional and global discourse and policies on engaging men and boys in ways that address gender justice’ stated that they agreed with this statement indicating that there is an awareness of the mapping that MenEngage undertook on CEDAW jurisprudence and the way in which this was used by MenEngage Alliance in their briefing to the CEDAW Committee. However, the respondent indicated that there is a need to review if there has been an inclusion of any of the key recommendations stemming out of this process. The respondent suggested that such a review may help to evaluate how much influence MenEngage’s advocacy vis-à-vis CEDAW had and determine what types of recommendations or information sharing would work better with CEDAW and UN human rights mechanisms more broadly.

TABLE 11 HARVESTED OUTCOMES – THE IMPORTANCE OF THE WORK BEING UNDERTAKEN BY MENENGAGE ALLIANCE IS INCREASINGLY RECOGNIZED

<p>32. MenEngage Alliance members are increasingly invited to join international policy process to share contextual expertise at national/regional level to influence global advocacy</p>	<p>The evaluation has found evidence that members are increasingly invited to join policy processes. Respondents also spoke to the increased recognition that the Alliance has achieved as evidenced in the increase in the number and nature of the forums in which members are invited to participate in and the extent to which the input provided by members is valued. One external regional respondent, interviewed as part of this evaluation, confirmed the visibility of MenEngage, and commented on the recognition offered to the Alliance with respect to its role in terms of engaging men and boys within a feminist lens, stating that, <i>“CariMAN is still a reliable organization if you want to get messaging on ending violence against women, on the gender dimensions of HIV, regarding social norms change. They'd still be your go to organization [for engaging men and boys within a feminist approach.”</i></p>
<p>33. Increased visibility and recognition, amongst relevant actors, leaders, organizations, networks, governments, of the value of the submissions made by MenEngage Alliance in inter-governmental forums</p>	
<p>34. Governments are increasingly engaging with the MenEngage regional and country networks, and members, in terms of either amending legislation or proposing new policies and guidelines around women’s rights and gender justice</p>	

Other evidence of the achievement of this outcome is provided in Annexure 2.

Further, three external respondents strongly agreed with the outcome ‘Increased visibility and recognition, amongst relevant actors, leaders, organizations, networks, governments, of the value of the submissions made by MenEngage Alliance in inter-governmental forums’. One of these respondents commented that these submissions are highly valued because of the concrete nature of the proposals that are made. However, the respondent suggested that whilst this work is important there is a need for more visibility and to ensure that these submissions reflect national priorities. Further, the respondent cautioned that there is a need to ensure these global conversations are effectively shared at the grassroots level.

One internal respondent observed that the, *“most significant changes are increased coordination, cooperation and support among the **relevant departments of government** and MenEngage networks.”* The respondent explained that *“relevant institutions (within government) are sincerely involved with initiatives of the network in support of the SDGs. They are also accepting the network recommendations and suggestions. Broadly network’s contribution is to form new acts, policies and proper implementation of the existing laws, policies and others through carrying out policy advocacy”*.



TABLE 12 HARVESTED OUTCOMES – THE MENENGAGE ALLIANCE: SHIFTING DISCOURSE AND POLICIES

35. The participation of MenEngage Alliance members - at an inter-governmental level - in several meetings and negotiations around the uptake of feminist-informed, gender transformative, human rights based language and approaches to engaging men and boys and transforming masculinities results in key resolutions, conclusions and recommendations	<p>Critically, there is considerable evidence that the advocacy work has contributed to shifting discourse and policies that support the inclusion of meaningful language to engage men and boys in ways that address gender justice.</p> <p>One respondent, speaking about the activities of the network in Southern Africa, indicated that the network has been able to mobilize and lobby for more commitment to <i>“gender equality by having governments to implement gender equality protocol and engage in gender transformative policy development.”</i></p> <p>Another respondent, talking about Latin America, indicated that the network has had more influence on the governments in the region that are more open to its agenda providing as an example the changes made by a local government in Costa Rica, which <i>“made a call to hire a social organization to work on masculinities and in it required that the organization abide by the MenEngage Code of Ethics and apply to join the national MenEngage network”</i>. The respondent observed that other countries, such as Colombia, remain hostile to the work of the network and as a result have not made changes to their policies.</p>
36. There is an increased commitment, amongst governments, to working towards an enabling policy environment for gender transformative approaches with men and boys to advance women's rights and gender justice, SRHR for all, GBV prevention, redistribution of unpaid care, peace and security are made across governments	
37. Policies and laws on SRHR, women's rights and gender justice increasingly are inclusive of men and masculinities, from a gender transformative approach which is given practical expression at country, regional and global levels	
38. There is an increase in the number of community and religious leaders speaking out against gender-based violence (GBV) and other negative religious and cultural practices such as female genital mutilation (FGM) and early and forced child marriage	

Diagram 7 shows that respondents at all three levels indicate that the influence on policy frameworks has been highest at a global level. However, it is noted that global and regional respondents gave a slightly higher average score to national influence than they did to regional influence:

DIAGRAM 7 'HEATMAP' ANALYSIS OF AVERAGE RESPONSES TO STATEMENTS ON INFLUENCING POLICY FRAMEWORKS

	GLOBAL RESPONSES	REGIONAL RESPONSES	NATIONAL RESPONSES
The Alliance has been able to effectively contribute to and influence global policy frameworks on women's rights and gender equality	4.1	4.0	3.7
The Regional Networks have generally been able to effectively contribute to and influence regional policy frameworks on women's rights and gender equality	3.3	3.5	3.3
The National/Sub-regional Networks have generally been able to effectively contribute to and influence country policy frameworks on women's rights and gender equality	3.4	3.6	3.3

Other examples of change are: in South Asia a plan to address GBV was developed and has been adopted by the government in Sri Lanka; in Latin America a law that extends paternity leave from four to ten days was passed in Peru in 2018; and in the Caribbean the Domestic Violence Law was adopted in Trinidad. In all these cases, and those outlined in Annexure 2, respondents spoke to the contribution that MenEngage made to these changes as part of wider partnerships. Globally respondents spoke of the significant *“progress on the issues of sexual and reproductive health and rights in the context of gender, masculinities and sexuality”*.

Four external respondents confirmed the value of this work and the participation of MenEngage Alliance members at an inter-governmental level. One of the external respondents specifically reinforced the importance of the role played by MenEngage with respect to shifting discourse and observed that, *“MenEngage Alliance’s elaboration of the concept of feminist approach to engaging men and boys for gender equality had a significant contribution to the discourse”*. The respondent indicated that MenEngage Alliance’s advocacy has resulted in the inclusion of languages on engaging men and boys in the work of the UN (including the work of the different UN entities). The respondents commented that whilst this has been valuable there is a need to ensure that this work is continually framed in *“terms of its real intention of transforming patriarchy otherwise leaves risks for superficial understanding of its concept among stakeholders”*.

However, one external respondent cautioned that when reflecting on this participation there is a need to ensure that this input is made as *“part of a coalition of feminist voices rather than in its capacity as MenEngage alliance alone. Feminist organizing is about solidarity and alliance rather than individual identity/branding of contributions”*.

A related issue was raised by MenEngage respondents, some of whom indicated that there are cases where it is not clear when it is MenEngage contributing to the change or whether this is being taken up by members. In some cases, respondents state that the network has directly contributed to the change where the advocacy has been undertaken under the banner of the network. Some respondents suggested that answering this question depends on who funds the actions, stating that where MenEngage is not contributing funds then it cannot be said that the Alliance has contributed to the change. In many other cases respondents suggest that even where members take up the action, MenEngage has contributed as they have built the capacity of members.

In terms of the issues addressed through the Alliance it is evident from this evaluation of the extent to which regional and national contexts determine what is tackled in the advocacy work undertaken. Respondents also indicate that the areas of focus also *“depends on the scope of work of the different partners.”* One respondent stated that this can mean that whilst some important issues are tackled, for example in Tanzania there has been extensive advocacy against harmful practices such as FGM and child marriage has been very good but, *“when it comes to working on women’s right, SRHR services such as abortions, queer women, I think that part hasn’t been developed yet.”* A regional respondent suggested that this can be a problem stating that, *“I think it is important because when you are looking at women’s rights, I do not think you can choose which women’s issue you want to run along with. For example, if you say you are working with men and boys to be involved in gender equality for women and girls there are so many other things that should be worked on and not just on issues we feel comfortable with.”*

With respect to the extent to which there has been an **increase in the number of religious and community leaders** speaking out: regional respondents provided a number of examples of the ways in which this work is taking place and pointed to changes that have been realized through this work. For example, one respondent commented that there has been an increase in the engagement of religious and traditional leaders (usually men) who are engaged in policy transformations in favor of gender equality. The respondent continued to say that, *“most of our country members are major stakeholders in ensuring that this conversation includes men and boys’ engagements at the grassroots.... An outcome of that is the example of the Chief in Malawi who annulled over a hundred child marriages.”*

An external respondent confirmed the achievement of this outcome and stated that, *“over the last years, there’s been an increase in meaningful engagement with faith leaders and communities, and more evidence-based programming globally”*. The respondent indicated that this is important as, *“these leaders continue to wield massive influence over communities, and most often reinforce harmful social and gender norms, and reinforce power hierarchy between men and women”*. However the respondent observed that, with respect to the contribution made by MenEngage in this regard, there is the concern that whilst there have been good discussions and interest from MenEngage to engage with this work, *“and for a couple of years there was momentum, especially in partnering with us on the faith-based approaches consultation, and the UN Women side events etcetera, but have not seen this grow into something more concrete”*.

3.3.2 Improved programming

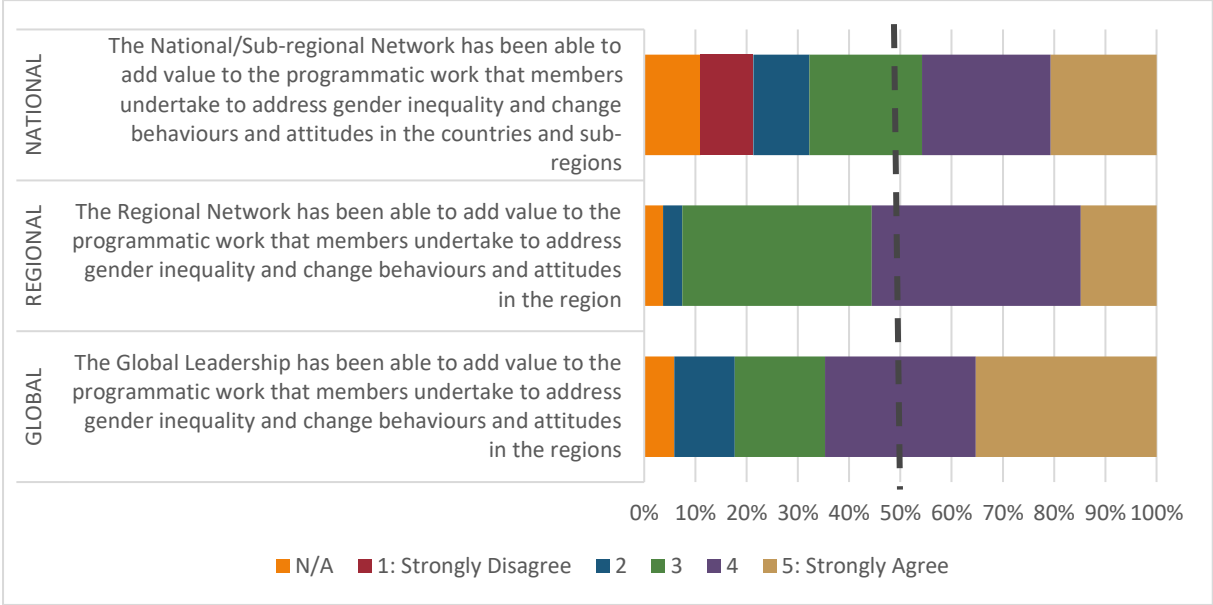
TABLE 13 HARVESTED OUTCOMES – THE MENENGAGE ALLIANCE: SHARING OF EVIDENCE-BASED RESOURCES TO SUPPORT EFFECTIVE PROGRAMMING

39. A range of knowledge products, focused on promising practice on engaging men and boys for gender equality, are published and disseminated	The Alliance has also shared learning about programming, which has contributed to the strengthening of the capacity of members in terms of both programme design and implementation , resulting in more effective programming. Respondents spoke to the myriad of programs being implemented by members who have advanced their skills through the Alliance. As observed by one regional respondent, <i>“personally I have acquired experiences and technical skill on Male engage and how can I incorporate these valuable skills to my organization”</i> .
40. Initial evidence from the evaluations of projects and programs aimed at men and boys, which have shown positive impacts on the well-being of women and girls, and of men and boys themselves, and marked attitudinal and behavioral changes among boys and men towards women’s rights and gender equality is made available through a range of engagements and forums	

One respondent stated that, *“One of the thing I have appreciated about NAMEN is that, I think they have made impact in the conversation about programming around helping people to think out of siloed ways, one of the things that I have really, in my research and my work, have admired about the work outside North America is that programming takes a more holistic perspective about gender justice, as opposed to just GBV...”*. They mentioned how MenEngage programming touches on every aspect of gender justice to include SRHR, Positive parenting, etc.

As shown in Figure 21, just under half of national respondents agreed/strongly agreed with the statement that the network had been able to add value to the programmatic work of members, while just over 50% of regional respondents and just over 60% of global respondents agreed/strongly agreed with this statement.

FIGURE 21 VIEWS ON ADDING VALUE TO PROGRAMMATIC WORK



One external respondent observed that MenEngage has shared evidence with UN partners in submissions and through the participation of members of the Alliance to the Human Rights Council panel discussions and side events; briefings to the Special Rapporteur on VAW, Working Group on discrimination against women and CEDAW Committee, etc. However, the respondent indicated that they are aware that there are *“several products and studies of MenEngage Alliance but I don’t have knowledge of their evaluations”* suggesting that it would be valuable if evaluations completed by the Alliance could systematically be shared across all of the Alliances contacts.



TABLE 14 HARVESTED OUTCOMES – THE MENENGAGE ALLIANCE: ENHANCING THE EFFICACY OF PROGRAMS

41. The programme design and implementation capacity of members and partners is strengthened, resulting in more effective programming	<p>Respondents also cited multiple examples of the kinds of programs that have been introduced through the work of the Alliance, including an initiative called Hope for Men, for perpetrators of gender violence, where CariMAN worked with UN Women and UNFPA to institute this program in the court system, whereby perpetrators are referred for mandatory counselling</p> <p>Also, in the Caribbean, there was a partnership that undertook a series of videos that were aimed at behavioral change with young males. It was called the ‘Bull inna Pen’ series, and <i>“(…) they would bring young men together [in Kingston], show them the video, talk about why this person acted this way,</i></p>
42. There has been progress made by members of the MenEngage Alliance both in their collaborations with each other and with partners in order to enhance the efficacy of programs working with boys and men towards gender justice	

dissect the masculinity issues, in an effort to encourage behavioral change." The respondent indicated that this would not have happened if it weren't for CariMAN.

Diagram 8 below shows that the highest average responses were for contribution at a global level, but again regional respondents indicated a higher average score for influence at a national level than for influence at a global level.

DIAGRAM 8 'HEATMAP' ANALYSIS OF AVERAGE RESPONSES TO STATEMENT ON CONTRIBUTION TO FEMINIST-INFORMED CONCEPTUALIZATIONS OF MEN & MASCULINITIES APPROACHES

	GLOBAL RESPONSES	REGIONAL RESPONSES	NATIONAL RESPONSES
The Alliance has made significant contributions to feminist-informed conceptualizations and implementation of men and masculinities approaches as part of the efforts of the broader women's rights and gender justice movement at a global level	4.2	4.0	3.8
The Regional Networks have generally made significant contributions to feminist-informed conceptualizations and implementation of men and masculinities approaches as part of the efforts of the broader women's rights and gender justice movement in the region.	3.6	3.5	3.4
The National/Sub-regional Networks have generally made significant contributions to feminist-informed conceptualizations and implementation of men and masculinities approaches as part of the efforts of the broader women's rights and gender justice movement in my country.	3.4	3.6	3.3

One regional respondent commented that CariMAN makes a direct contribution to changes in programming, but also an indirect contribution through knowledge and constant messaging. The respondent suggested that this has been particularly valuable in the work around domestic violence.

Globally, three external respondents partially agreed that the outcome, 'There has been progress made by members of the MenEngage Alliance both in their collaborations with each other and with partners in order to enhance the efficacy of programs working with boys and men towards gender justice' has been achieved. One respondent commented that, *"collaboration is very good but there is still more that we need to do to improve the efficacy of programs. We need to work more on this – very good relationships at a country and a regional, but still there is a need to do more at these levels. This has been a great contribution. It is a long journey but at least we have started"*. Other external respondents commented that, *"partnerships could improve through more communications in social media specifically to Men Engage Alliance"* and another respondent stated that, *"Joint campaigning and webinars have been undertaken but the collaboration needs to be proactive"*.

In summary, this section has highlighted the ways in which the achievements of the Alliance internally and externally (through partnerships) has been translated into changes at the level of collective approaches to advocacy and through the development of evidence based resources and, through this, to changes in discourse, policy and programming. There are however a few areas that still require further focus:

- (i) Whilst the mapping of policy changes has been completed these do not appear to be well disseminated (both within the Alliance and to partners) and there is a need to consider how

- best to share these achievements in ways that enable members and partners to refer to these changes when advocating for similar changes in other spaces;
- (ii) There is a need to understand how these changes in discourse and policy are used to leverage changes at other levels and to enhance programming.
 - (iii) There is a need to capture knowledge more systematically about programs being run by members and specifically in terms of practices that could be used in other regions and countries.

3.4 MenEngage Global Alliance: The Impact

The evaluation has provided examples of the changes in discourse, policy and programs that have been realized. The evaluation has also indicated that there is a recognition of the contribution that MenEngage Alliance has made to these changes, with particular reference to the strengthening of the network at all levels of the Alliance and increased accountability, and the significance of this work in the effort to move towards the elimination of patriarchy and towards gender justice.

Some respondents, within this evaluation, indicated that they would like to understand not only the changes that have been realized but to understand how the shifts in discourse, policies and programs are resulting in changes in the structure of patriarchal power and to the wider vision and intended impact of the Alliance: that is, **“a world where all people are equal and free from discrimination and in which gender justice and human rights are promoted and protected”**.

Other respondents cautioned that it may be difficult to map the contribution that the Alliance makes to thematic areas of impact at the community level– reduced GBV, increased access to SRHR, etc. They argue that the impact of the work of the Alliance should be understood in terms of the strengthening of the network, increased accountability, and the ability to support changing discourse, policy, and programs.

Way in which impact can be explored as part of an approach to learning, monitoring and evaluation, is discussed in the conclusion to this report where a number of recommendations are made as to ways in which evidence can be systematically collected in order to better understand different pathways to change.

4 A regional perspective

This section drills down into the regions and begins with a high-level comparative picture across regions (4.1) based on the responses provided by the regional respondents in the regional survey. These views are offered as a way of understanding the regional dynamics. These could be explored further in a more detailed analysis of each region, considering the views offered by the national respondents. The section then offers a perspective on each of the regions (4.2) based on the regional interviews. This picks up on issues integrated throughout this report but also provides an initial window into how the theory of change is given expression in each of the regions and the specific priorities outlined during these interviews.

4.1 Comparative picture: Understanding the Theory of Change across the Regions

As shown in Figure 22 respondents from Africa agreed most strongly with the statement that their region has been strengthened with the combined response of 80% of respondents that either strongly agreed or agreed with this statement. Of concern is the divergence of opinions as the remaining 20% of respondents strongly disagreed with this statement. A similar pattern is seen in Latin America although with a slightly smaller percentage of respondents that strongly agreed and a slightly larger percentage of respondents that strongly disagreed. Interestingly the percentage of respondents that strongly agreed with this statement in Europe was almost as high as in Africa (60%), although in this region there were no responses that simply agreed with the statement and instead the remainder of the respondents provided a not applicable response (40%) suggesting limited understanding of the operations of the region. Similarly, in the Caribbean respondents either agreed with the statement (more than 60%) or provided not applicable as a response. Finally, in South Asia we see less than half of the respondents agreed with this statement and as many as 20% disagreed that the regional governance had strengthened.

FIGURE 22 REGIONAL VIEWS ON STRENGTHENED (REGIONAL) GOVERNANCE

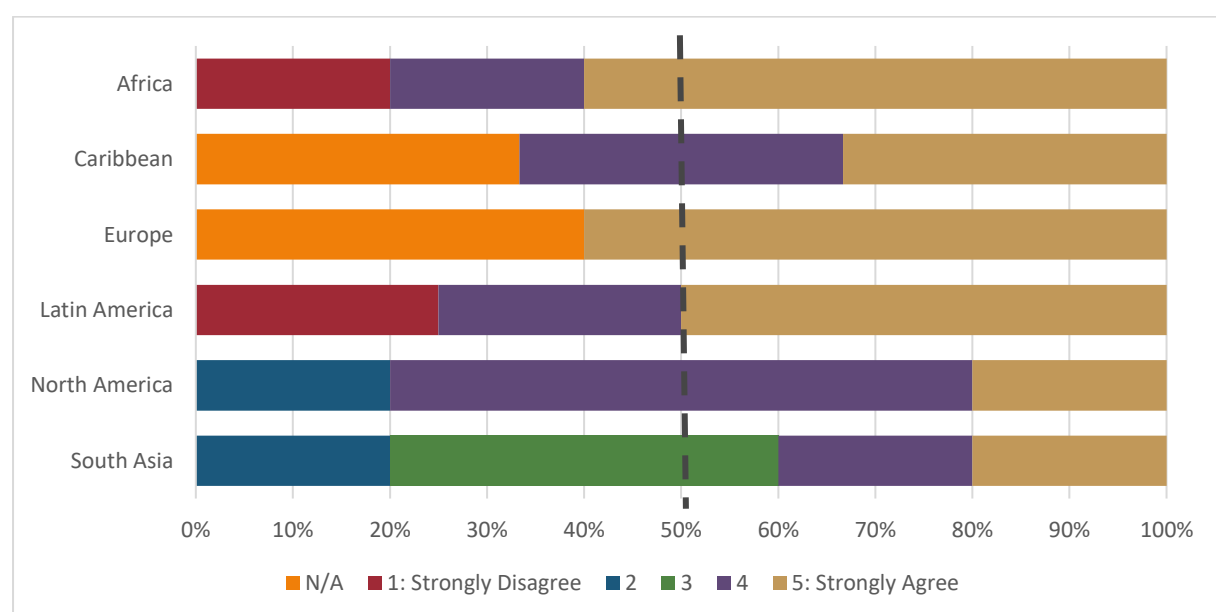


Figure 23 explores the extent to which the regional network has been able to establish partnerships. Here again we find real differences across respondents. More than half of the respondents in Europe, South Asia and North America agreed or strongly agreed with the statement about whether the regional network has been able to establish quality partnerships with women’s organizations, organizations addressing the rights of LGBTIQ+ and those working in the feminist/social justice sector. In both North America and to lesser extent Europe a large proportion of respondents disagreed with this statement. In both Africa and the Caribbean less than half of the respondents agreed with this statement and in the Caribbean more than 30% of respondents disagreed with this statement. Respondents in Latin America did not agree with this statement with most respondents offering a neutral (3) response. As is indicated below this is in part accounted for by the challenges relating to regulations in certain regions – particularly in terms of LGBTIQ+ organizations – but emphasizes the importance of sustaining the efforts to translate the increased understanding of accountability into meaningful partnerships.

FIGURE 23 REGIONAL VIEWS ON WHETHER THE REGIONAL NETWORK HAS QUALITY PARTNERSHIPS WITH WOMEN’S ORGANIZATIONS, ORGANIZATIONS ADDRESSING THE RIGHTS OF THE LGBTIQ+ COMMUNITY & ORGANIZATIONS WORKING IN THE FEMINIST/SOCIAL JUSTICE SECTOR

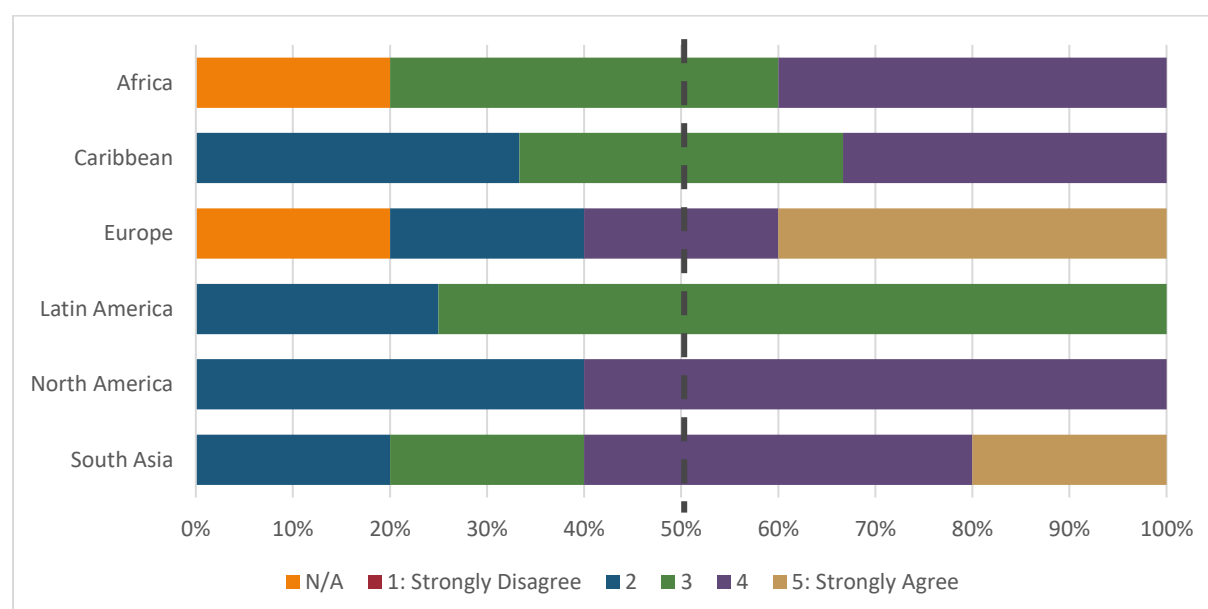
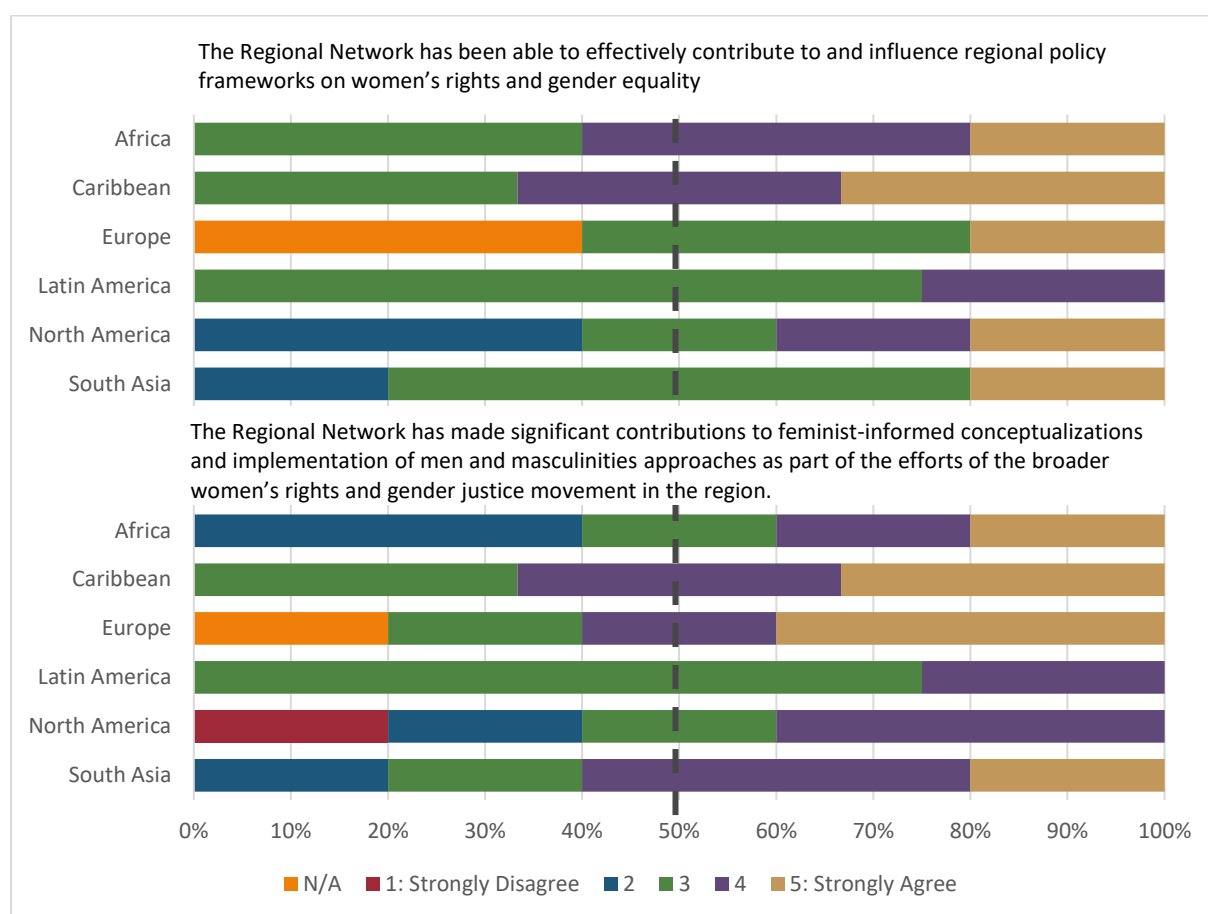


Figure 24 focuses on the changes realized through the work of the network. It shows that in Africa more than half of the respondents agree or strongly agree that the regional network has been able to effectively contribute to and influence regional policy frameworks, whilst only 40% agree or strongly agree that the region has been able to contribute to changes in implementation. In the Caribbean we see that more than 60% agree or strongly agree that the regional network has contributed in terms of policy as well as to implementation. Interestingly in Europe and South Asia only a small percentage suggest there has been a contribution to policy change but as many as 60% agree with the contribution to implementation. Finally, in Latin America we see – in a manner that is broadly consistent with the findings related to the quality of partnerships – only a small percentage agreed with either statements.

FIGURE 24 REGIONAL VIEWS ON REGIONAL NETWORK CONTRIBUTION TO POLICY, DISCOURSE & PROGRAMMES



4.2 Drilling down: a perspective of each of the regions

As indicated this section provides an analysis of the views expressed by respondents from each region as part of the interviews and focus groups. During these engagements, each region highlighted the issues that they felt were most important for their region. Thus, if an issue is only raised within one region this does not mean that it is not an issue in another region; only that it was not foregrounded by other regions during this process. These views should therefore primarily be read as a window into the achievements that were illuminated by the region as well as the specific challenges highlighted in each of the regions.

4.2.1 Africa

Respondents in the region, both internal and external, indicated that there is effective communication between the global and the regional networks. The regional network members state that they value the relationship with the global Alliance and appreciate the extent to which they have autonomy and can design programs that are contextualized to the real needs within the region.

The regional network has a strong sense of the principles and values that bind the network with respondents indicating that there is a common understanding of the purpose of the network. This is strengthened by the community of practices that have been formed in the region and by the commitment to working with accountability. This has been translated into a stronger governance structure with a rotational model for the secretariat and increased levels of representativeness within

the steering committee. This is demonstrated by the presence of 'strategic partners' representing the women and LGBTQI+ organizations on the steering committee as well as by the establishment of a youth steering committee into the governance structure.

Respondents spoke about the extent to which the network has shifted the discourse about the ways in which to ensure gender justice and achieve the overall vision of dismantling patriarchy. In the conversation held with the members of the regional secretariat, they mentioned that *"one of the things that MenEngage has brought to the platform is an engagement of multisectoral collaboration particularly on bringing men on board in the discourse. If MenEngage ceases to exist there will be a reverse of the success so far."* Respondents explain that much of the work is carried out by individual members but suggest that the Alliance has enabled members to move away from doing business as usual and to instead think about creative ways for engaging men as allies in the promotion of gender equality.

Although the work of the Alliance is very well appreciated at the regional level, there are still some expectations to be met: some respondents expressed the view that there is need for the network to be more inclusive in engaging gender non-binary persons and organizations, and by doing so sensitize it membership on the same, especially at the country level. Also, there is a sense of linguistic marginalization, which is expressed by members that are not English-speaking who suggested that there is a need for the major languages in the region to be spoken within the network.

4.2.2 The Caribbean

The network has been strengthened in the region. There is a more defined structure, its executive team is stronger, and there is a view that the men within the network question patriarchy and are committed to gender equality. CariMAN's partnering with the Institute of Gender and Development Studies (UWI) has consolidated its reputation as a reliable partner to women's organizations.

However, some external actors are concerned that many CariMAN men are perceived to be adhering to a positive but hegemonic masculinity which sometimes interferes with their participation in feminist spaces. In addition, some external actors suggest that CariMAN's commitments to social justice, reproductive rights, and gender/sexual diversity do not seem to be clearly articulated and externally communicated. These challenges may in part explain the relatively low percentage of respondents that agree with the statements relating to quality partnerships.

Respondents emphasize that the backlash in the region around gender equality and the rise of the 'men's rights movement' is an opportunity for CariMAN to be a 'seawall' that contains the backlash wave among men and boys.

4.2.3 Europe

Since its restructuring and receipt of donor funds in 2018, MenEngage Europe (MEE) has become stronger with an established Secretariat that has the capacity to play a positive connecting role between members. MEE respondents noted that their work in the Alliance has increased their sense of connectedness, indicating that in MEE they found a community and like-minded individuals. The respondents also indicate that they value the approach to accountability within the Alliance and indicate that this has supported their engagement with feminist and gender justice movements. However, they

observe that the regional network has been focusing on developing its internal structures in the past 2 years and indicate that this has limited their engagement with external stakeholders.

Respondents indicate that most members including the Steering Committee are volunteers with full-time jobs working for NGOs that cannot afford to allow them paid time for MEE work. Their engagement with Global Alliance is mostly through conferences and they are represented in the Global Alliance structures. However, whilst this allows for participation and respondents appreciate the engagement, many respondents noted that they are overwhelmed with the amount of emails that they receive from the Global Alliance which then limits the quality of their participation. However, as per the concern that recently the work has focused more internally than externally, respondents expressed a concern about the extent to which partnerships are inclusive stating that people of color, migrants/displaced persons and ethnic minorities are underrepresented in MEE at both the Steering Committee level as well as amongst member organizations.

There are also disagreements about issues inside the regional network: this includes a position on sex work in relation to the Nordic model of client criminalization which is promoted by Sweden (and recently adopted in France and Ireland) and the labor rights approach promoted by the Netherlands and Germany. A few members noted that it is also difficult to create one MEE voice because there are fewer voices in Eastern Europe while the political realities there are harsher. Some respondents suggest that this requires a stronger focus on work at the EU level and that this requires the development of strategies and messaging on key issues in order to speak in one voice and influence policy matters at the European Union level. External respondents also noted that MEE advocacy at the European Union level would be particularly welcome with clear political positions on EU policy matters and advocacy strategy that resonate with MEE members.

4.2.4 Latin America

A key achievement in the region is the extent to which horizontal exchanges take place across national networks. This sharing of learning is, facilitated by the Regional Coordination and is seen as an important value add for the members of the Alliance. Respondents in the region indicate that these developments have contributed to a stronger sense of ownership amongst members. In addition, country members have been able to participate in policy forums at all levels (national, regional, and global).

In terms of discourse and programming, the national networks involvement with multilateral agencies within their countries has impacted on programme design and decision makers' public discourse in the region has adopted MenEngage's approaches to gender equality and work with men and boys.

However, there are concerns in the region that that there is a need for the network to become more representative of the region's diversity, both geographically, ethnically, culturally, and socially: national network representatives and participants are still predominantly "*white, urban and academic*", as well as older. These challenges may point to an explanation about the concerns relating to the quality of partnerships and account for the divergent views about the extent to which the network has contributed to changes; that is that there are areas of transformation and areas of continued challenge.

4.2.5 North America

Over the past 3 years the North America Men Engage has made a deliberate effort to strengthen their governance structure and administrative capacity at a regional level as well as to leverage additional

resources to support the work of the region. In late 2019, the regional network was able to secure its 501(c)3 status (through one of its members) and, to comply with the new status criteria, the governing structure changed from a Steering Committee model to a Board of Director model. This was also seen as valuable in ensuring that the network is eligible for a range of funding options and has improved the communication within the network. This was appreciated by members who spoke to the consistent flow of communication through newsletters and listserv. Some respondents suggested that there is a need to streamline this communication to ensure that members do not lose sight of especially important information. In making these changes the regional network has emphasized that it is maintaining its identity as a network and that it has not become an NGO that implements programs and it will not compete for funds with its members. The extent to which these changes are appreciated is strongly evidenced in the response to the surveys.

Members also highlighted the importance of the training offered by the Alliance in support of the accountability policy, stating that this has allowed intersectional engagements – from the perspective of challenging patriarchy - and has supported the building of allies. This includes the #MeToo campaign, #blacklivesmatter and other movements relating to the rights of marginalized communities, especially indigenous peoples' right. Again, these developments resonate with the findings.

There is, however, an acknowledgment that, whilst the restructuring of NAMEN governance is positive, there is still a need to sustain efforts to overcome hierarchies and to ensure that these changes do not result in the network losing its identity as a network and its relationship with movements. Further, as indicated by the survey data this phase requires a focus on translating the internal changes into external action.

4.2.6 South Asia

MenEngage South Asia participants indicated that the context of South Asia is difficult for organizing due to political differences and ongoing conflicts between countries. In Pakistan and India there are restrictions on NGO work and cooperation with international organizations which also constrains the regional entity. However, it was found that organizations are able to achieve significant results at the national level, and they suggest that this is supported by the Global Alliance who attend events with the government and through assisting to convene community of practice sessions that support learning. In this regard, respondents of MenEngage South Asia indicate that they grapple with the dynamic between North and South; they indicate that to address this they have organized their work to ensure that the region has agency to make their own decisions about the focus of their work and about funding.

Respondents from South Asia also indicate that the regional network seeks to ensure that they do not take on the identity of an NGO so as to ensure that they can expand their outreach to different constituencies of men and boys. In Nepal and Sri Lanka member organizations work closely on the implementation of gender equality and gender-based violence prevention legislation with their respective governments. Respondents observe that their work can feel disjointed both because of the differences in the region and because of the reality that members of the network are activists, NGO workers and academics who are busy with their everyday work and have various commitments. They indicate that in this regard they are seeking to further develop internal systems and communication tools to be able to mobilize members and speak in one voice on issues that are important to the region.

5 Reflecting on the evaluative findings

This evaluation has taken place in the midst of the COVID-19 pandemic and a widening economic, financial, social, and political crisis. Globally, there has been a backlash against feminist, against human rights and this has been given expression in increased levels of violence meted out against communities because of race, gender, sexual orientations and gender identities and expressions, religious identities as well as against indigenous people and other marginalized communities (such as refugees and displaced persons). Respondents spoke about the challenges of working in environments where there is so little stability and “where it is difficult for people to live normally and peacefully.” This context impacted on the way in which this evaluation was undertaken (entirely on-line) and likely impacted on responses provided to questions about change – many activists spoke of how challenging this period has been and the extent of the loss of rights experienced. In many countries, respondents raised specific concerns about the increased levels of gender-based violence. Members strongly asserted that this makes the work of the Alliance more critical than ever suggesting that, *“MenEngage networks/members can function as a ‘seawall’, preventing men and boys from ‘falling to the other side’ and providing an alternative male voice and image that can block the potential hegemony of ‘men’s rights’ men”*. This context will also influence the work of the Alliance over the next period and the kinds of priorities for the Alliance. This concluding section of the evaluation recognizes this context and, taking into account the findings from the different elements of the evaluation, provides an evaluative perspective against the evaluation questions contained in the Terms of Reference, and suggests the implications of these findings for MenEngage.

5.1 Reflecting on the Evaluation Questions

5.1.1 The extent to which the Alliance has provided support to and strengthened its existing and emerging regional networks

This evaluation has provided considerable evidence of the extent to which support has been provided to regional networks and the value of this support. The evaluation has clearly found that this support has resulted in strengthened regional networks with increased levels of democratization, opportunities for new leadership and quality partnerships with women’s organizations as well as to a slightly less extent with organizations representing the rights of LGBTIW+ persons. The evaluation has also found evidence that regional networks value the support provided by the Global Alliance and that it is considered relevant to their needs. Respondents also appreciate the level of diversity that has been realized within the Global Secretariat, which allows regions to feel connected to the global structures.

5.1.2 Members’ sense of ownership of, and engagement and participation in the Alliance.

This evaluation found that there is a strong sense of ownership of the Alliance amongst members. This is supported by the number of opportunities that have been created for members to participate in activities of the Alliance and the on-going communication with members. The following statements illustrate the extent to which members value their involvement in the Alliance:

Working at MenEngage is a voluntary job (...) but people do it because they feel part of a national and Latin American collective. And that is very attractive.

What stood out for me because I joined the network about a year ago, is how we are collectively organizing the global MenEngage symposium. It gives us a sense of ownership at the regional level.

Because of the way we operate we built a culture and a connection as members that provides support and energy. This is really significant because we are working in a hostile environment – to be able to lean into others who are like-minded and share values. There was a woman who said that this was the only space where she could speak out – she was unable to mention about LGBTQ in her country....

These comments reinforce the views expressed throughout this evaluation and the sense of comradery expressed by members. The evaluation also found that members increasingly participate in the activities of the Alliance, have an increased sense of collective voice in these engagements and value the sense of transparency in the organization and in the decision-making processes.

5.1.3 The development of the Alliance into a democratic, inclusive, bottom-up and sustainable social change network.

In the previous evaluation there was discussion about the form of the MenEngage Alliance and a confirmation that the network is not an NGO but rather a network that brings members – individuals, associations, NGOs and inter-governmental partners – together to collectively advance gender justice. This understanding, and an appreciation for the role of a network, was articulated by respondents throughout this evaluation with a strong emphasis on the value of creating a space with shared values and collective action whilst ensuring that members continue to have autonomy. As observed by one respondent, *"Each organization continues to work on its own but there is an amount of energy that is contributed to the network."*

The value of the network was reiterated and is expressed in the following comment, *"[...] being in the MenEngage Network is something that benefits us all, because it helps us to look beyond the end of our nose [...] the world is wider than what each organization does. Work on masculinities must be seen more broadly, and that is why we are in the MenEngage Network, because MenEngage always challenges us to look further, to put in our agenda the items that we would not see if we only saw the national reality or the reality of my organization."*

Further, the evaluation has highlighted that the network is increasingly democratized and that there has been a focus on inclusivity amongst members and in terms of working in inclusive way with partners and in particular with women's organizations and with the wider feminist movement.

5.1.4 The extent to which the Alliance has been able to raise awareness of, build capacity in and base partnerships on strengthened accountable practices

In response to this question we reflected on the number of respondents in this evaluation who asked whether the Alliance is raising awareness and speaking to men and boys in communities or whether it is primarily speaking to the converted or 'preaching to the choir'. Respondents shared the view that there is a need to explore the extent to which MenEngage's work is happening in an echo chamber, of people who are already convinced, or if the Alliance is reaching 'the ordinary man walking down the street'.

In this evaluation we found that the Alliance does appear to be reaching and shifting men; both those that are part of member organizations as well as to men in the wider community. The extent of the

change amongst members was illustrated in the views expressed by regional leadership with respect to the value of the Accountability Standards and the extent to which engagements on the Standards have assisted to deepen understanding and shift attitudes and practices. This view was also strongly evidenced in the responses provided by members and partners during the regional interviews; respondents indicated that men that join the Alliance often “*don't have an accurate analysis of patriarchy*” and have a “*men's rights analysis*.” Respondents suggest that there is real value in “*the fact that to be part of the network you have to meet certain requirements about how you express your masculinity, your way of connecting with other people*” and suggest that the Accountability Standards and related Codes both raise awareness about the values and principles of the Alliance and then offers a mechanism to enable men to “*translate their principles into concrete action and make the right decisions in moments where conflict of interest arises for them (e.g. giving up space/power in favor of women)*”. The importance of reaching out to those in the “middle” was highlighted in the following comment:

I think the next frontier of MenEngage - and male allyship work - should be moving outside our spaces of mostly talking to each other, by that I mean talking to those who mostly already agree with us. Our cause has found credibility with key women's rights partners, and with key LGBTI+ partners, but if we are held drive forward the intersectional feminist framework we believe in, I think we need to have more challenging conversations and engagement with groups we don't agree with, and find ways to engage those in the "middle" - and to reach beyond our important but still "bubbled" spaces of UN meeting rooms. To be sure many of the country networks and partners are doing this, so perhaps it's finding ways to make those individual country partner stories and efforts more central to the global discussions as well.

5.1.5 The quality of partnerships developed with other actors in the women's rights and gender justice field

There is evidence from this evaluation that the institutional base that has been established, coupled with a strong focus on accountability, has allowed the Alliance to deepen their partnerships with women’s organizations and the wider social justice/ feminist movement. As indicated in the report, this is evidenced by a review of the actions taken by the Alliance across the harvested outcomes, which highlights the extent to which actions are carried out with women’s organizations.

These changes are seen as very positive and multiple respondents, from women’s organizations spoke to their increased willingness to work with MenEngage because of this commitment to accountability. This was particularly true at a global level and to a large extent at a regional level. However, respondents suggest that there is still a need for on-going work around the relationship between MenEngage and women’s rights organizations, particularly at a regional and national level.

One respondent, echoing the issue raised previously about the extent to which the fight against patriarchy should foreground why this is important for men, commented that, “*I think that the quality is there. I have definitely seen partners that care about women’s rights. This field that we work pro-feminist gender-based work is very political ... there is a tension right now... there are certain organizations that are engaging ‘men’ but they are doing it in form of benevolent sexism, like the way they engage is for the benefit of women and girls but our organization’s perspective is that patriarchy*

harms men, so let's do the work for ourselves and as benefit, women and girls can benefit because we are not creating lateral violence toward them. "

5.1.6 The extent to which the Alliance has been able to contribute and influence regional and global policy frameworks on women's rights and gender equality

As indicated in this evaluation, there are a range of thematic issues that the Alliance has worked to address. At a global level there has been a strong focus on promoting SRHR, followed by advocacy to end violence and discrimination against women and girls and then increased responsibility and update of unpaid care by men and boys and reducing homophobia/transphobia. This can be compared with the issues tackled at a regional level where we found that ending violence was the key issue and then this was followed by promoting SRHR and increasing men's and boy's active non-violent attitudes, roles and responsibilities to prevent violence, war, crises and armed conflict. This was similar at a national level although here the third largest area was that of increasing support amongst men and boys for women and girl's equal participation and leadership in political, economic, and public life.

DIAGRAM 9: HEATMAP ANALYSIS SHOWING RESULTS OF CHANGES HIGHLIGHTED IN OUTCOMES HARVEST

5. Strengthened Governance	5	<p>A review of the changes realizing through this work, based on an analysis of the outcomes that have been harvested, suggests that the key areas of change are in the strengthening of partnerships and advocacy strategies followed closely by enhanced capacity of the networks. Other areas where there has been a significant level of change includes the development of Accountability Practices as well as shifting discourse and policies. This analysis also suggests that there has been less of a focus on programming. These changes are shown in Error! Reference source not found..</p> <p>These results suggest that whilst the focus of the Alliance over this phase has been on the development of the structure and accountability practices this has yielded real change with respect to discourse and policies on women and gender equality.</p>
5. Systems Change	8	
5. Vision/Strategy	4	
1. Enhanced capacity	12	
1. Improved communication	4	
1. Expanded Alliance	3	
1. Improved participation/ownership	4	
4. Accountable practices	9	
4. Strengthened partnerships	14	
4. Movement building	7	
2. Advocacy strategies	14	
2. Discourse	9	
2. Policies	8	
3. Knowledge about programming	4	
3. Collective action/improved programming	5	

5.2 Emerging issues and recommendations to address in the next period

5.2.1 Strengthening governance at a national level

This report has highlighted the extent to which governance arrangements, at all levels, have been strengthened during the period under review. However, we found that there is a need to ensure that there is a sustained effort **to support country networks to strengthen their governance structures**, ensure that they are not reliant on one organization (and that larger organizations create spaces for smaller less resourced organizations) and enhance their capacity to develop clear action plans. In this regard it is noted that the support provided by the regional structure varies across regions: less than 50% of the national respondents in Africa, Caribbean North America and South Asia agreed or strongly agreed with the statement that the regional leadership has strengthened and that it is able to provide better support to the country networks. This suggests a need to support regions so that they can more effectively support and strengthen governance and operation of country networks.

5.2.2 Ensuring that the Network model adopts a horizontal approach to leadership and decision-making

There is an on-going imperative to challenge patriarchal models of leadership (which is still evidenced in a limited number of cases within the regions and/or countries) and make a conscious effort to ensure that **leadership is more fluid** (that is that organizations/individuals take on different roles and that there are mechanisms to ensure that leadership changes); that a **horizontal approach to decision making** is implemented; and that a more equitable measure of **determining who participates** in regional and global events (to ensure that this is not limited to only a few people from a region) are systematically applied. This encourages an approach to leadership that is **grounded in the Accountability Standards**. This form of leadership should also ensure that there are **spaces created within the network to address any concerns**, related to sexual harassment and/or other forms of abuse of power, should these emerge. This requires an **increased awareness of the Code of Ethics** (arising from the Accountability Standards) and **ways to ensure an adherence** to these standards.

5.2.3 Strengthening communication

Whilst respondents at all levels suggest that there are excellent communication tools, there is a need for **a stronger focus on internal communication**. In this regard several considerations are highlighted: there is a need to consider how the global secretariat communicates with members at a national level. That is, whether this communication should only take place through the regional networks or, in some cases, directly? The choices that are made in this regard must both strengthen the relationships between regional and national and ensure that there is effective communication with national members. These arrangements need to address the concerns highlighted in the evaluation about **communication needing to be inclusive** in terms of language (French/Spanish) as well as reflecting a balance between the more 'academic' articulation of the role of men and boys in moving towards gender equality versus the language and approaches relied upon in community-based activities. The need for improved communication also extends to an increased focus on communicating key developments within the network (such as the allocation of sub-grants) as well as, critically, the need to support an increased sharing of educational resources at a national level (noting just under 40% of respondents at a national level indicate that they agree/strongly agree that they access these resources).

5.2.4 Accountability: partnerships and movement building

This evaluation has illustrated the **importance of the increased understanding of accountability**, for personal change as well as for strengthening and growing the network. The increased understanding and commitment to the Accountability Standards have also allowed the network to build more inclusive and quality partnerships with women's organizations, social justice organizations and to a slightly lesser extent with LGBTIQ+ organizations (in part explained by the legal challenges in many countries in the network) and has ensured a stronger youth voice. However, some respondents suggest that there is still a need for **on-going work to build awareness** of the Standards at national level (less than half of all national respondents state that the regional network has created awareness and supported efforts to strengthen accountability). There also appears to be some unevenness across regions and countries about the level of inclusivity. There is a need to encourage conversations within the network about how to **sustain efforts to be inclusive** and to undertake this in a manner that continues to **value diversity**, ensure the full participation of members and continue to focus on drawing in men and boys. Further, there is a need to ensure that inclusivity reflects the national and regional imperatives giving concrete expression to the commitment to work in an intersectional way.

The other dimension of accountability relates to the need for an on-going conversation and awareness about **when the network should 'show up and not take space' and when it should play a more assertive role**: that is, when should MenEngage support, and primarily observe and listen, and ensure that women's organizations (and LGBTIQ+ organizations) within the feminist movement lead. And when should MenEngage play a more proactive role, so that it sustains its own 'niche' and ensures that there are spaces created that engage men and boys for gender justice. This within the context of the imperative to collectively 'advocate, for feminist-informed, gender transformative, human rights-based language & approaches to engaging men & boys & transforming masculinities'.

This need to **balance visibility with an awareness around creating space** also informs the approach the network takes in terms of when the network takes action as the network or when, instead, members take the lead. MenEngage, as a network, is defined by its shared sense of purpose that drives collective actions for gender justice. This means that it goes **beyond a community of practice**, where it simply creates spaces for the sharing of learning (which is a critical component of building the network as a horizontal structure), and, **through joint actions to realize change** (advocacy and programs) and **increase the impact of the activities of each individual member**. This shared purpose and commitment to action does not negate the value of members individually taking forward actions, perhaps utilizing learning through the network and/or MenEngage resources. However, we are suggesting that there should be an **on-going conversation** about when actions would have a greater impact if done as the collective and under the auspices of the MenEngage Network and when it may be preferable for actions to be undertaken by individual organizations (either with or without reference to their membership of the network).

Further, there is a need for more attention to be placed on the way in which MenEngage **interacts with movements**. There are still questions, emerging from this evaluation, about the extent to which the Alliance seeks to systemically contribute to the building of movements or, as is currently the case, participates in ad-hoc activities with movements. Our view is that, in order to contribute to change in an intersectional manner, there is a need to **be more purposeful and consistent** about the ways in which the network contributes to movement building.

5.2.5 Maintaining a balance: leveraging funding to support gender justice work more broadly

The evaluation has highlighted that respondents **value the funding** that they have received and can explain how this has assisted to strengthen the network at all levels. There is also evidence that the network has **encouraged members to adopt a collaborative approach to fundraising**. An analysis of the responses to the survey found that just over 30% of national respondents indicated that the sub-grant has assisted the regional network (working with the national networks) to leverage additional resources for their work at a national level. Respondents from all regions/countries hope that the sub-grant process continues, and some respondents requested that the funding reach countries and/or members that may not have directly benefitted from the sub-grant in the past.

These findings do not allow for a simplistic response: it almost goes without saying that there is a need to ensure that the **process of allocating funding is clearly and transparently communicated**, and that it is allocated specifically to **enable the activities of members** (with a bias towards support for women's organizations as well as organizations that may struggle to access funding, such as small organizations). However, there is a need to ensure that the network, rather than only fundraising for itself, also **plays a facilitative role** so that increased funding for the network as a whole translates into benefits for members and partners. Further, there is a need for the Alliance to consider how to manage its reliance on external donors through exploring what is possible to ask of its members in terms of in-kind contributions.

5.3 Learning, monitoring and evaluation: the value of the Theory of Change approach

The final set of recommendations relate to the learning, monitoring and evaluation (LME) process. Throughout this evaluation, respondents expressed an **appreciation for the evaluation and the extent to which it was implemented using a participatory design**. Respondents suggested that it is important that time is created **to listen to the perspectives of members** and partners regarding the work of the Alliance. There was a strong view that more regular evaluative activities would be advantageous, and that there is a need to find different ways of sharing this learning and documenting experiences such that members across the Alliance can understand the types of achievements being realized and, critically, the factors that enabled these changes.

Going forward we would recommend the following to ensure that the evaluative questions are addressed in a systemic way and that this contributes to on-going and collective learning:

- There is a **systematic focus on enabling a shared understanding, amongst members and partners, of the MenEngage Alliance's Theory of Change**. The ToC should be communicated in a way that allows for a clear articulation the pathways to change⁴ within the MenEngage Alliance Theory of Change. That is, outlining the ways in which key interventions result in achieving outputs, which contribute to achieving the outcomes of the Alliance and ultimately to realizing the intended impact of the Alliance, is a central part of the narrative accompanying the Theory of Change and these pathways should be communicated in an accessible manner. This would support an understanding of how the strengthening of the network and its partnerships results in the Alliance's longer-term outcomes (such as policy change and effective programming) and how this contribute to the intended impact of the Alliance (ending of patriarchy and gender justice).
- The Theory of Change should be coupled with a **clear learning, monitoring and evaluation (LME) framework** with clear indicators of success. It is recommended that these indicators should be limited in number and that the framework should flag the indicators that can be monitored

⁴ Pathways to change refers to the different ways that we expect change to take place (and associated assumptions)

internally, by the structures of the network at each level; this should take into account the capacity at these levels to undertake monitoring and the need to support on-going learning. In addition to these indicators, the framework should also highlight which of the indicators will only be evaluated on an annual (or even at the mid-term) basis using the monitoring data as well as additional evaluative activities. This monitoring and evaluation work will allow for a learning process that supports a deeper understanding of whether the anticipated pathways to change ‘hold up’ and that enables members to adopt reflective practices that allow for adjustments to be made (in terms of assumptions, actions and even the focusing of outcomes) based on this learning.

- We would suggest that for the LME system to be utilized there is a need to **take the nature of the network into account**. The methods employed should be easy to complete (especially given the volunteer nature of the network), and should encourage participation as well as the horizontal sharing of experiences and learning in ways that support the development of a strong learning culture (rather than a focus on compliance and/or formal reporting). Some possible approaches that could be explored within this LME system include:
 - Creating a **template with the key domains of change** (based on the results framework) which networks at all levels can use to: note changes that have taken place in these domains as they happen, indicate when the change took place, who was involved, what role MenEngage played in this change and why the change is significant. This should only be very brief so that people can complete this template, ideally electronically.
 - These templates can be used to support the **Harvesting of Outcomes** at the different levels: this harvesting may take place on a quarterly basis and decisions will need to be taken with respect to responsibilities for both the analysis of the data as well as to sharing the learning being generated through this process. This process will capture different kinds of changes at different levels of the organization. For example, if discourse, policy and programme changes realized at a global level were systematically captured (as has already been started) and were then shared with members in an accessible way, and these domains of change were also systematically captured at a regional and national level, it would be possible for the network to track whether and how the global changes are given expression at regional and national levels. This mapping process would allow for a deeper understanding of the ways in which members and partners are able to refer to global resolutions/commitments and advocate for similar changes in other spaces and the extent to which this contributes to changes in discourse/policy and programming at other levels. Additional evaluative work could then utilize this data to understand the factors that enable changes to take place as well as to explore what else may be required to enhance the efficacy of this work.
 - We would also recommend that, based on the results frame and indicators, the **survey** that was administered as part of this evaluation be streamlined (though ideally maintaining key questions) and utilized at the mid-term such that it is possible to understand change against the baseline established in this evaluation.
 - These surveys could also continue to use **story stems** to understand changes in discourse within the network. This story stem approach could also be built into community of practice sessions run by the network as a way of supporting reflective practice and understanding of change.

All of these methods assume that **LME is prioritized within the network** and that the approach to LME is guided by the imperative of building participation and voice into the learning process as well as the need to ensure that the data that is collected is analyzed and shared, in different ways, with regional and country members in a manner that supports improved planning, the strengthening of the networks as well as learning and accountability. There are excellent examples within the network of how, globally and within regions, communities of practice that support learning from the experiences of both individual and organizational members are being encouraged. Ways to strengthen these initiatives at the different levels of the network are critical to the willingness of members to document change and participate in LME activities in an on-going way.

5.4 In Conclusion

In conclusion, as noted above, this evaluation has taken place during a time of change. There is a need for the Alliance to strengthen the inter-sectional nature of its response, particularly given the increased levels of poverty related to COVID-19 and several other disasters driven by climate change. There are also rising levels of backlash, and in this context, there is an important role for MenEngage to provide a strong, progressive, and feminist male voice and image. Finally, there is the work of combatting the voices of racism as well as other harmful discourses. This evaluation has highlighted the significant progress that has been made against the results frame (2017-2020). The network has been strengthened, partnerships developed, and changes made in terms of discourse, policy, and programs. It will be vital that in this next phase these changes are consolidated across regions and in countries and then amplified such that the Alliance can effectively contribute towards its goal of gender justice.

6 Annexure 1: Table showing all Outcomes Harvested

MenEngage Alliance structure – a global social change network		Collective actions, intersectional partnerships, articulation & coordination	As a result of these... a) An enabling policy environment b) Models & manifestations of non- violent masculinities	
Result Area 5: A strong [institution] (infrastructure & vision)	Result Area 1: An inclusive community of practice (capacity, communication & growing the alliance)	Result Area 4: Accountable practices & partnerships (accountability, partnerships & movements)	Result Area 2: An enabling policy environment (discourse & policies)	Result Area 3: Information & knowledge shared [to improve programming]
1 The Secretariat of the Global Alliance is established as a legitimate entity, able to anchor the global network's operations & serve the membership of the Alliance	9 All regional networks have a detailed understanding of their capacity & resource requirements.	17 MenEngage Alliance members increasingly uphold accountability standards & practices in transforming masculinities & engaging men & boys & working in solidarity with the broader field of SRHR, women's rights & gender justice.	25 The Advocacy Working Group (AWG) is established as the main collective strategizing space for advancing MenEngage Alliance's plans for a consolidated joint advocacy agenda & strategy	39 A range of knowledge products, focused on promising practice on engaging men & boys for gender equality, are published & disseminated
2 A stronger, more democratic governance structure for the MenEngage Alliance is in place at a global level	10 Strategic funding support (through subgrants) is made available to Regional Networks, with a focus on networks strengthening & capacity development.	18 MenEngage regional networks adopt and adapt the MenEngage Code of Conduct & Accountability Standards.	26 MenEngage Alliance members participate in processes, & collectively agree to advocate, for feminist-informed, gender transformative, human rights-based language & approaches to engaging men & boys & transforming masculinities	40 Initial evidence from the evaluations of projects & programs aimed at men & boys, which have shown positive impacts on the well-being of women & girls, & of men & boys themselves, & marked attitudinal & behavioral changes among boys & men towards women's rights & gender equality is made available through a range of engagements & forums
3 All Regional Networks have strengthened governance structures	11 Understanding amongst members of the complexities & promising practices of feminist-informed & gender-transformative men & masculinities work within critical issues & topics, is increased, & given expression in the	19 Public events on accountability in the field of engaging men & boys are co-hosted by MenEngage & other international feminist networks.	27 Increased representation from advocates at regional level strengthens the voice & capacity of the Alliance to undertake effective advocacy	41 The programme design & implementation capacity of members & partners is strengthened, resulting in more effective programming

MenEngage Alliance structure – a global social change network		Collective actions, intersectional partnerships, articulation & coordination	As a result of these... a) An enabling policy environment b) Models & manifestations of non- violent masculinities	
Result Area 5: A strong [institution] (infrastructure & vision)	Result Area 1: An inclusive community of practice (capacity, communication & growing the alliance)	Result Area 4: Accountable practices & partnerships (accountability, partnerships & movements)	Result Area 2: An enabling policy environment (discourse & policies)	Result Area 3: Information & knowledge shared [to improve programming]
	interaction in forums at different levels.			
4 A comprehensive sexual harassment & misconduct policy is in place & applied within the Alliance	12 Regional Networks utilize the MenEngage Networks Building Toolkit to grow their communities of practice & strengthen their participation in regional leadership meetings & regional forums	20 MenEngage Alliance increasingly breaks down hierarchies within the Alliance, moving towards more accountable leadership, with a horizontal approach to agenda-setting & network-strengthening models	28 The voice & experience of activists working at a community level are elevated & brought into global intergovernmental forums through the work of the Alliance	42 There has been progress made by members of the MenEngage Alliance both in their collaborations with each other & with partners in order to enhance the efficacy of programs working with boys & men towards gender justice
5 A Theory of Change, to guide & focus the work of the MenEngage Alliance, is adopted	13 Knowledge products create a mechanism for sharing learning amongst members	21 The MenEngage Alliance establishes stronger partnerships at a global level with women's rights & gender justice CSOs, NGOs & UN agencies	29 Increased representation & meaningful participation from young people in the advocacy activities of the Alliance	
6 A new global Strategic Plan for the MenEngage Alliance, for the period 2017-2020, is adopted	14 Communications with members across the regions are strengthened & routinised, through methods such as the Google Groups listservs	22 Strengthened partnerships lead to collective agreement on ways to take action to advance gender justice through addressing the priorities of women's rights organizations & the feminist movement broadly	30 MenEngage members & strategic partners increase the number of joint policy advocacy actions taken on issues related to SRHR including HIV/AIDS, GBV, women's rights & gender equality	
7 All of the Regional Networks have developed & adopted their own Regional Strategic Plans, which contextualize the Alliance's Global Strategic plan (2017-2020) & Theory of Change	15 The MenEngage Global Alliance has experienced significant growth of the country & regional networks & membership in all of the regions, as well as the emergence of new potential regions	23 Partnerships across regions (& within countries) are deepened & result in actionable strategies	31 The Alliance has made a substantial contribution to the overall knowledge bank of national, regional & global discourse & policies on engaging men & boys in ways that address gender justice	
8 Global & Regional Annual Workplans & Annual Reports (2017-2019) are developed	16 The voice of young people, within the work of the Alliance, is strengthened	24 The Alliance (at national, regional & global levels) increasingly implements its intersectional strategy & acts in	32 MenEngage Alliance members are increasingly invited to join international policy process to share contextual expertise at	

MenEngage Alliance structure – a global social change network		Collective actions, intersectional partnerships, articulation & coordination	As a result of these... a) An enabling policy environment b) Models & manifestations of non- violent masculinities	
Result Area 5: A strong [institution] (infrastructure & vision)	Result Area 1: An inclusive community of practice (capacity, communication & growing the alliance)	Result Area 4: Accountable practices & partnerships (accountability, partnerships & movements)	Result Area 2: An enabling policy environment (discourse & policies)	Result Area 3: Information & knowledge shared [to improve programming]
		solidarity with women's rights & gender equality organizations.	national/regional level to influence global advocacy	
			33 Increased visibility & recognition, amongst relevant actors, leaders, organizations, networks, governments, of the value of the submissions made by MenEngage Alliance in inter-governmental forums	
			34 Governments are increasingly engaging with the MenEngage regional & country networks, & members, in terms of either amending legislation or proposing new policies & guidelines around women's rights & gender justice	
			35 The participation of MenEngage Alliance members - at an inter-governmental level - in several meetings & negotiations around the uptake of feminist-informed, gender transformative, human rights based language & approaches to engaging men & boys & transforming masculinities results in key resolutions, conclusions & recommendations	
			36 There is an increased commitment, amongst governments, to working towards an enabling policy environment for gender transformative approaches	

MenEngage Alliance structure – a global social change network		Collective actions, intersectional partnerships, articulation & coordination	As a result of these... a) An enabling policy environment b) Models & manifestations of non- violent masculinities	
Result Area 5: A strong [institution] (infrastructure & vision)	Result Area 1: An inclusive community of practice (capacity, communication & growing the alliance)	Result Area 4: Accountable practices & partnerships (accountability, partnerships & movements)	Result Area 2: An enabling policy environment (discourse & policies)	Result Area 3: Information & knowledge shared [to improve programming]
			with men & boys to advance women's rights & gender justice, SRHR for all, GBV prevention, redistribution of unpaid care, peace & security are made across governments	
			37 Policies & laws on SRHR, women's rights & gender justice increasingly are inclusive of men & masculinities, from a gender transformative approach which is given practical expression at country, regional & global levels	
			38 There is an increase in the number of community & religious leaders speaking out against gender-based violence (GBV) & other negative religious & cultural practices such as female genital mutilation (FGM) & early & forced child marriage	

7 Annexure 2: The Full Outcomes Harvest

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*Note that the 15 outcomes which were validated by external respondents as part of the outcomes validation process are highlighted in **orange** in this document*

1 MenEngage Alliance structure – a global social change network

1.1 Result Area 5

Result	A strong, inclusive, democratic, and sustainable MenEngage Alliance [institution]
Outcome	(5) MenEngage Alliance is an active, membership-led, democratic, sustainable, and accountable learning organization that acts in solidarity with its members and partners.

1.1.1 Building MenEngage Global Alliance as an Institution

1.1.1.1 Putting in place the infrastructure

Output 5.2 and Outcome Indicator re Ownership

#	Outcome Description	Evidence of Contribution	Significance
1	The Secretariat of the Global Alliance is established as a legitimate entity, able to anchor the global network's operations and serve the membership of the Alliance	<ul style="list-style-type: none"> • In 2017, the Alliance adopted a new operating model⁵ and organizational policies and standard operating procedures, such as a human resources handbook, an accounting manual, and policies on corruption and fraud, procurement, and travel • In 2019, the Alliance updated the operating model to make provision for co-directors • In 2017, 2018 and 2019 the Alliance has received clean audit reports • In 2017, 2018 and 2019, Annual Reports were developed and submitted on time and to the required standard 	<ul style="list-style-type: none"> • The stability and legitimacy of the organization is seen as being key to effective movement building and to politicizing the work the Alliance does • There is a strong team in place utilizing the co-leadership model • The strengthened Alliance is better able to serve its membership as well as facilitate capacity strengthening in the field • The institutional strengthening of the Alliance has been recognized and appreciated by funders
2	A stronger, more democratic governance structure for the MenEngage Alliance is in place at a global level	This outcome was addressed by the establishment (in Jan 2017) of the Global Alliance as a fully independent entity ⁶ . In 2017 the Global Alliance Board meeting in Ottawa collectively made decisions on strengthening the governance of the Board and	<ul style="list-style-type: none"> • Diversified the global leadership structure with rotation of regional representation on the Board, enabled working as a collective, improving democratization and sharing of leadership roles/development opportunities/decision making

⁵ Internals\\MenEngage Alliance Annual report 2017

⁶ Internals\\MenEngage Alliance Annual report 2017

#	Outcome Description	Evidence of Contribution	Significance
		<p>strengthening the approach to working collectively.⁷This included clarity on the role differentiation between the Board and the Global Secretariat; agreement on the structure and sharing of the minutes and other Board documents; more structured approach to including and enabling regional representation.</p> <p><i>A regional respondent observed that, “A significant change in the group in recent years has been to generate mechanisms and practices that allow horizontal participation, that is, to reflect and rehearse ways in which the logic of masculinized protagonism can be questioned, where the spaces for participation and representation are redistributed”</i></p>	<p>for membership + MenEngage global benefiting from diverse perspectives</p> <ul style="list-style-type: none"> Allowed a safer space for discussion, which resulted in more activities (organize symposium together, strengthen political frame) and deeper discussion on political agenda (power-dynamics, racism, accountability) Provided a strengthened governance model for Regional Networks, particularly around separating the operational (secretariat) and political leadership (chairs)
3	All Regional Networks have strengthened governance structures	<ul style="list-style-type: none"> In 2017, the Global Secretariat supported all regional networks to undertake strength assessments, using a standardized tool and approach, which also recognized the differences across the regions In 2017, the Global Secretariat, with support from the regional networks and co-chairs, finalized the MenEngage Network-building Toolkit, and distributed it for use by Regional Networks Regional leadership was strengthened in Latin America, which improved relationships between organizations and increased the interest of other groups in joining the network⁸ In 2018, MenEngage Europe went through a complete reorganizing process, following the strength assessment, which broadened participation and strengthened governance, thus attracting new/more members <p><i>A regional respondent offered evidence of this change stating that, “CariMAN has, through the support of MenEngage, been able to establish and staff a regional secretariat and establish an Executive Committee. This has significantly improved governance</i></p>	<ul style="list-style-type: none"> The strengthening of the regions further strengthened the Global Alliance and ensured that regional representatives could make a sustained and effective contribution to the Global Board This contributes to ensuring the success of the decentralized model of the Alliance, by demonstrating independent and sustainable regional networks Regional representatives stated that this has been significant as it has allowed the regional network to “provide key technical guidance and advice for network building as well as project execution”

⁷ Internals\\MenEngage Alliance Annual report 2017

⁸ Progress Evaluation of the MenEngage Alliance, First Engagement with MenEngage Latin America Regional Steering Committee, July 3, 2020

#	Outcome Description	Evidence of Contribution	Significance
		<p><i>and operation of the Regional Network” . (MSC) and another respondent from the region confirmed this stating that, “The establishing of a leadership team, comprising representatives from around the region. This has strengthened communication and comradery. We know what is going on and are able to support more” . (MSC)</i></p> <p><i>A respondent from another region stated that, “change in the regional network’s leadership (coordination) two years ago was identified by many as a significant change. This brought positive change at the level of communication, relationships between organizations, and interest of other groups to join the network”.</i></p> <p><i>And another respondent commenting on this change stated that, “The alternation in the roles of coordination and the exercise of power. In the Latin American region, we spent ten years with the same people multiplying in all spaces of representation, coordination, and decision. Different circumstances finally pushed the determination to renew the positions, define the duration times, establish the election mechanisms and the criteria of the candidates, not based on friendships or international connections in the Alliance but on capacities identified by the membership. This experience was a learning process in accepting differences, in recognizing the trajectory including mistakes and a precise and solid approach to what we want as a region. It was also a practical exercise of accountability, not only between the parties, but also with regard to other social movements” (MSC)</i></p>	
4	A comprehensive sexual harassment and misconduct policy is in place and applied within the Alliance	<ul style="list-style-type: none"> ● In 2018, the policy was developed by a working group constituting of MenEngage members, to facilitate ownership and build on expertise and interest in the Alliance. Extensive inputs were gathered from external experts and partners from the WROs, to build accountable practices into the policy development process 	<ul style="list-style-type: none"> ● The adoption of the policy ends any potential systems of impunity within the Alliance and contributes to fostering zero tolerance for sexual misconduct and harassment and ensuring accountable practices to survivors and people affected by sexual misconduct.¹⁰

¹⁰ [Internals\\MenEngage Alliance Annual report 2018](#)

#	Outcome Description	Evidence of Contribution	Significance
		<ul style="list-style-type: none"> In 2019, the Global Board adopted the policy took the first steps in its implementation⁹, and committed itself to abiding by the policy In 2019, the policy was used to manage cases of sexual harassment and misconduct which emerged globally and in the Regional Networks 	Regional respondents emphasize the importance of addressing challenges in this space stating that, <i>"in our opinion it has a huge impact at regional level and global. There were so many questions. You need to look at this as well. This is about core values and core ethnics that we need to be compliant with."</i>

1.1.1.2 Building a shared vision – and understanding of change - within the Global Alliance

(Output 5.1/Outcome Indicator – Quality of Planning, Strategies and workplans (Results 1 and 5) and Collective Actions)

#	Outcome Description	Evidence of Contribution	Significance
5	A Theory of Change, to guide and focus the work of the MenEngage Alliance, is adopted	<ul style="list-style-type: none"> During 2018 the Board and GS worked collectively to develop the ToC, building on the regional and global work being done and reflecting a vision for the future of the Alliance's work 	<ul style="list-style-type: none"> The adoption of the ToC focused the work of the Alliance on the transformation of discriminatory norms and gender stereotypes and the accompanying strategy of engaging men and boys in order to shift the Global Alliance from a project/ programs focus to movement building using a feminist informed approach¹¹. The ToC creates a frame that supports collaborative working together of members across the Alliance towards a collective vision
6	A new global Strategic Plan for the MenEngage Alliance, for the period 2017-2020, is adopted	<ul style="list-style-type: none"> In 2017, the Alliance finalized the new global Strategic Plan (the process had begun in 2016) with significant support from Sida¹². The global SP was informed by what the regions were already doing through the regional strength assessments and collective engagement processes 	Regions highlight that the plan is important as it represented a collective set of decisions about what to prioritize and created a basis for defining and mobilizing resources to address the agreed upon priorities.
7	All of the Regional Networks have developed and adopted their own Regional Strategic	<ul style="list-style-type: none"> In 2017/2018 the GS worked with all of the Regional Networks to contextualize the global SP and the ToC for the regions 	<ul style="list-style-type: none"> The ToC has been contextualized in the regions, which contributes to increased cohesion cross the Alliance

⁹ [Internals\\MenEngage Alliance Annual report 2019](#)

¹¹ [Internals\\MenEngage Alliance Annual report 2017](#)

¹² [Internals\\MenEngage Alliance Annual report 2017](#)

#	Outcome Description	Evidence of Contribution	Significance
	Plans, which contextualize the Alliance's Global Strategic plan (2017-2020) and Theory of Change	<ul style="list-style-type: none"> ● In 2018, regional networks in Africa and South Asia contextualized the global TOC and adopted regional versions of it ● In 2018, the other regions incorporated elements of the ToC in their strategic plans ● By 2019, all regions had a strategic plan: MenEngage Africa developed an evidence-based Strategic Plan (2019-2023) informed by the outcomes of several processes that have taken place within and across the MenEngage Alliance during the period of 2012-2018.¹³ <p>The Caribbean became comfortable with the shared frame of the ToC and SP, a bit later -which is an excellent example of the space that was created for regions to meaningfully engage with these frameworks</p> <p>A regional respondent observed that, <i>"the [Regional] Coordination plan is prepared collectively, it is approved collectively [by the Regional Committee]. For the representation of the Network in international events, criteria and requirements are drawn up and a call for applications is open and people are selected. If there are funds, it is collectively decided what to do and the criteria of what a project must have to be funded."</i></p>	<ul style="list-style-type: none"> ● The adoption of regional SPs which contextualized the global SP brought collective clarity to the political framework for the work - including accountability, partnerships and contributing to feminist movements
8	Global and Regional Annual Workplans and Annual Reports (2017-2019) are developed	<p>The GS supported regions to ensure that workplans contain approaches to implement collective efforts among themselves and with the broader field for women's rights and gender justice to transform masculinities and engage men and boys on issues related to SRHR incl. HIV/AIDS, GBV, and gender equality</p> <p>The extent to which these plans were supported in ways that allowed regional and country contexts to determine the agenda was given expression by a regional respondent who observed that, <i>"One of the great contributions of the global alliance has</i></p>	<ul style="list-style-type: none"> ● The Plans & Reports also help to translate the shared vision and mission within the Alliance (including ToC) into activities ● Regions have been able to attract resources of their own through their own work-plans (including in regions where there previously were no collective work-plans: Europe) ● The plans create a focus for the work that the Alliance members do, which is important as this contributes towards moving the collective vision forward. (realizing the ToC)

¹³ [Internals\\AFRICA - Strategic Plan 2019-2023](#)

#	Outcome Description	Evidence of Contribution	Significance
		<i>been to respect the autonomy and form of organization of each of the regional networks”.</i>	

1.2 Result Area 1

Result	The MenEngage Community of Practice is capable, inclusive, connected, mobilized and amplifies local, country and regional work on engaging men and boys in gender transformative approaches, thereby contributing to SRHR for all, women’s rights and gender justice, GBV prevention, redistribution of unpaid care, peace and security
Outcome	(1) MenEngage Alliance members have strengthened capacities to coordinate and implement collective efforts among themselves and with the broader field for women’s rights and gender justice to transform masculinities and engage men and boys on issues related to SRHR incl. HIV/AIDS, GBV, and gender equality

1.2.1 Enhancing the capacity of the structures and members of MenEngage Global Alliance – at all levels – to address priorities

1.2.1.1 Building capacity: creating mechanisms to reflect on, and support, the resource requirements of the regions

(Output 1.1 and Result 5/Outcome Indicator re budget and leveraging resources)

#	Outcome Description	Evidence of Contribution	Significance
9	All regional networks have a detailed understanding of their capacity and resource requirements ^{14 15} .	<ul style="list-style-type: none"> As noted above, in 2017, the Global Secretariat supported all regional networks to undertake strength assessments, using a standardized tool and approach, which also recognized the differences across the regions In 2017, MenEngage Africa’s members and country networks reporting improved organizational systems and strengthened networks¹⁶ 	<ul style="list-style-type: none"> This process assisted in supporting collective reflections on and consolidation of the work of the region and set a new direction for the regional plan It also worked as a re-energizing process for the regional networks, that lead to strengthening the collective or community of practice

¹⁴ [Internals\\MenEngage Alliance Annual report 2017](#)

¹⁵ [Internals\\AFRICA - Strategic Plan 2019-2023](#)

¹⁶ [Internals\\MenEngage Alliance Annual report 2017](#)

#	Outcome Description	Evidence of Contribution	Significance
		<ul style="list-style-type: none"> In 2017 MenEngage American Latina reported that they have developed a close relationship with all the country networks in the region, and indicate that the regional co-coordinators have been able to provide support in network strengthening, campaigns and programs as well as institutional development in the region¹⁷ <p>The contribution that the assessment and planning process made to regions such that they identified their plans and the resources required is evidenced in a comment made by a regional respondent who stated that, <i>"We are a network of NGOs and individuals who have decided that they will contribute time to make MenEngage happen. This demands resource and energy. We had no funding before up to 2018. In a strategic plan we decided that our focus would be on building the network and capacity of the network"</i>.</p>	<ul style="list-style-type: none"> They strengthened the roots of the Alliance, by extending financial and technical support on networks building, advocacy and accountability issues
10	Strategic funding support (through subgrants) is made available to Regional Networks, with a focus on networks strengthening and capacity development ¹⁸ .	<ul style="list-style-type: none"> In 2017 transparent mechanisms for sub-granting regional networks were established and collectively agreed upon In 2017, subgrants averaging around \$40,000 were made to 5 regional networks, and the Lebanon network In 2017, with funds from the Global Secretariat, CariMAN re-established its Secretariat and recruited an Administrator to take the lead on various new and ongoing activities¹⁹. In 2019, MenEngage Africa was able to secure its grant for an additional period²⁰. <p>Regional respondents speak to the contribution that the Alliance has made to leveraging resources. One respondent commented that, <i>"the regional network has helped the national network to secure funds from third party donors and has also provided funds directly for specific projects"</i>.</p>	<ul style="list-style-type: none"> The funding support ensures that the regional networks (roots of the Alliance) can function as decentralized and sustainable networks bringing transparency in the overall functioning of the Alliance <p>A respondent observed that funding is significant as, <i>"partial financial support of the ME LatAm Network will help the national focal point to map out the initiatives of work with men in the country, which in turn will generate better articulation between the organizations on the ground, boosting the advocacy capacity and training of multipliers across the country"</i>.</p>

¹⁷ [Internals\\MenEngage Alliance Annual report 2017](#)

¹⁸ [Internals\\Conceptual Framework-Strengthen Assessment of MenEngage Regional Networks Final 2017](#)

¹⁹ [Internals\\MenEngage Alliance Annual report 2019](#)

²⁰ [Internals\\MenEngage Alliance Annual report 2019](#)

1.2.2 Building knowledge within the Alliance to inform practice collaboratively

(Output 1.2 and 1.4 and Outcome Indicator re cross-sharing)

#	Outcome Description	Evidence of Contribution	Significance
11	Understanding amongst members of the complexities and promising practices of feminist-informed and gender-transformative men and masculinities work within critical issues and topics, is increased, and given expression in the interaction in forums at different levels ²¹ .	<ul style="list-style-type: none"> During 2017, the Global Alliance established learning circles to support collaborative knowledge building for two of the Alliance's emerging issues: "Sexual Orientation and Gender Identity (SOGI) and "Peace, Security and Militarism"²². This was part of a process of critical self-reflection that culminated in the actual establishment of the Learning Circles. Members who felt strongly that these were areas in need of attention (long overdue) joined the circles. <p>Throughout this period, of COVID-19, engagements on these issues have continued, <i>"Grenada's arm had a Zoom dialogue on Race, Class & Gender (Black lives matter), this conversation was circulated by the regional network and we had an overwhelming attendance- in fact, we had to upgrade to a larger room to accommodate the attendees. This was significant because we were able to mobilize in a relatively short period because of this dynamic executive team"</i>.</p> <p>Another respondent stated that, <i>"after getting rich knowledge on Women Rights and role of Man, which enable us to change our Organizational procedures and policies."</i></p>	Regional respondents highlighted the importance of these efforts stating that it is useful to work on themes, through creating communities of interest, as this creates the space for <i>"interlocking communities of interest to be organized between regions"</i> .
12	Regional Networks utilize the MenEngage Networks Building Toolkit to grow their communities of practice and strengthen their participation	<ul style="list-style-type: none"> As noted above, in 2017 the Global Secretariat, with support from the regional networks and co-chairs, finalized the MenEngage Network-building Toolkit ²⁴. 	<ul style="list-style-type: none"> Resulted in the creation of vibrant and pluralistic civil society networks that contribute effectively, using a rights-based approach Also strengthened capacities as strong and inclusive Community of Practice, and were able to facilitate

²¹ [Internals\\MenEngage Alliance Annual report 2017](#)

²² [Internals\\MenEngage Alliance Annual report 2017](#)

²⁴ [Internals\\MenEngage Alliance Annual report 2017](#)

#	Outcome Description	Evidence of Contribution	Significance
	in regional leadership meetings and regional forums, ²³	<ul style="list-style-type: none"> Between 2017 and 2019, the Toolkit was used by all Regional Networks, but specifically by Africa, Latin America, CariMAN, South Asia and Lebanon The Latin America Regional Network built the community of practice amongst MenEngage members 	exchange, mutual learning, and joint actions among members,
13	Knowledge products create a mechanism for sharing learning amongst members ²⁵ .	<ul style="list-style-type: none"> In 2018, (re)initiated a newsletter/ mailing list using MailChimp, through which key resources were promoted and news items shared members for this. Social media (Facebook and Twitter) also used Sourced and shared news stories from around the network Knowledge products developed <p>Respondents provided examples of these knowledge products, <i>“The book entitled Global Masculinities - an outcome of the MEGA Second Global Symposium (2014) - needs to be considered as an important contribution to the activist and intellectual discourse on men and masculinities”</i>.</p>	The significance of this is that it creates a basis for MenEngage Alliance to continue facilitating the exchange of information and knowledge across the Alliance and with the broader field in an increasingly structured manner.

1.2.3 Strengthening communication within the Alliance

(Output 3 and Outcome Indicator re cross-sharing)

#	Outcome Description	Evidence of Contribution	Significance
14	Communications with members across the regions are strengthened and routinised, through methods such as the Google Groups listservs	<ul style="list-style-type: none"> Evidence of consolidating channels of communication, synthesizing evidence from members and then sharing widely through reports, newsletters, and social media 11 listservs for national, regional, and global communities of practice are in use. There are two global ones. One for members (1,021 participants, around 15 messages per month), and a broader one for members plus partners, supporters etc. (2,034 participants, around 10 messages per month). 	<ul style="list-style-type: none"> Better communication allows members to: <ul style="list-style-type: none"> share information and knowledge materials among each other facilitate exchanges and discussions on relevant topics and issues. amplify their work creating opportunities for partnership across the countries and regions

²³ [Internals\\MenEngage Alliance Annual report 2019](#)

²⁵ [Internals\\MenEngage Alliance Annual report 2019](#)

#	Outcome Description	Evidence of Contribution	Significance
		<ul style="list-style-type: none"> The AWG listserv was established as a dedicated space to share advocacy opportunities and multiple opportunities and requests for inputs were shared through this listserv <p>A respondent stated that, “our organization is a new member as of March 2020. We joined just before the Covid-19 reached Belarus and MenEngage Europe became not only a source of online community, support, and knowledge exchange, but also allowed us to build our capacity and tap into collective knowledge from its member. We are forever grateful”. (MSC)</p>	<ul style="list-style-type: none"> The listservs are used for both communications from the GS to members, plus members sharing with the group. In addition, they have led to decentralized handling and management of the communications platforms by the regional networks

1.2.4 Growth of the Alliance

(Result Area 1 – Outcome Indicator re New Networks)

#	Outcome Description	Evidence of Contribution	Significance
15	The MenEngage Global Alliance has experienced significant growth of the country and regional networks and membership in all of the regions, as well as the emergence of new potential regions	<ul style="list-style-type: none"> Africa <ul style="list-style-type: none"> Between 2017 and 2019, MenEngage Africa acquired five new country networks (Cameroon, Togo, Lesotho, Nigeria, and Mali) bringing the total number of country network members to 23 By 2018 it had grown from 299 members in 2017 to 347 members By 2018 MEA had developed four sub-regional networks to increase levels of participation (East, West, Central and Southern Africa).²⁶ Caribbean <ul style="list-style-type: none"> Between 2017 and 2019, CariMAN had increased its regional membership network members by 18 (recruiting new members from Antigua, Bahamas, Dominica, Grenada, Guyana, Jamaica, St. Vincent, and Trinidad.) Europe <ul style="list-style-type: none"> In 2017, MenEngage Nordic members agreed to further joint actions in the Nordic sub-region in the coming years 	<ul style="list-style-type: none"> The regional networks have been able to strengthen activities and the Community of Practice, by creating spaces for and with members and partners for exchange, learning, joint strategizing and agenda-setting on gender transformative work and engaging men and boys. This process has resulted in strengthening the roots of the Alliance, ensuring that the politics of the Alliance are interconnected and relevant at local, country, regional and international levels. In terms of MENA, the Alliance is at the first stage of being able to replicate the learnings from Lebanon to other countries in the region

²⁶ [Internals\\MenEngage Alliance Annual report 2018](#)

#	Outcome Description	Evidence of Contribution	Significance
		<ul style="list-style-type: none"> ○ By 2019 the membership in Europe had expanded from 23 to 27 countries, and a sub-regional network in the Iberia peninsula (Spain and Portugal) had been established. ● Latin America <ul style="list-style-type: none"> ○ The regional co-coordinators of MenEngage Latin America supported the creation of new country networks in Honduras, Ecuador and more recently Puerto Rico and the Dominican Republic²⁷. ● South Asia <ul style="list-style-type: none"> ○ By 2019 membership grew from 200 members to 220 members²⁸ and two new country networks (Afghanistan and the Maldives) are in the process of being associated with the regional network. ● New/Emerging Networks <ul style="list-style-type: none"> ○ MENA: In 2018, MenEngage Alliance saw the expansion of the network into the MENA region with its first country network in Lebanon ○ South East Asia: 2017 saw the emergence of a South East Asia Network where five new organizations in Indonesia became MenEngage Alliance members²⁹ ○ In July 2018, there was a conversation amongst members in Australia about the possibilities of building a network in Australia and/or one at Oceania level to include New Zealand – for multiple reasons this has not yet taken place. <p>A respondent from a region observed, “<i>the most significant change for me was seeing the network grow and then become structured, with a decision-making and accountability mechanism</i>”. (MSC)</p>	

²⁷ Progress Evaluation of the MenEngage Alliance, First Engagement with MenEngage Latin America Regional Steering Committee, July 3, 2020

²⁸ [Internals\\MenEngage Alliance Annual report 2019](#)

²⁹ [Internals\\MenEngage Alliance Annual report 2017](#)

#	Outcome Description	Evidence of Contribution	Significance
16	The voice of young people, within the work of the Alliance, is strengthened	<ul style="list-style-type: none"> ● In 2017, MenEngage Africa established a Youth Advisory Group representing youth leaders from 22 MEA country networks and with a clear youth strategy for 2017-2020 ● In 2018: Youth Reference Group established, and mobilized around specific opportunities for collaboration at any youth focused led activities (CSWs and Gender360 Forum) ● By 2020 Latin America had created the National Network of Youth Masculinities ● A global Youth leadership and Engagement Strategy in currently being developed ● Youth leadership objectives have been set up in the regional strategic plan of 4 of the regional networks <p>One respondent commenting on change stated that, <i>“development of the processes that have facilitated young women’s increased participation in leadership such as the Gender Equality and Equity Act, which has been effectively implemented to help increase young women’s participation in decision making positions”</i> (MSC).</p> <p>Another respondent commented that, <i>“creation of the National Network of Youth Masculinities. The MenEngage country network is working with young people aged 14 to 17 approximately. This youth network was articulated with a structure that the Ministry of Education already had”</i>.</p>	<ul style="list-style-type: none"> ● Youth leadership has been strengthened and a new generation of social justice activists is being created ● Focused on ensuring that youth leadership will help support sustaining movement building and strengthening and sustaining gender transformation ● The youth focus helps to bring in new energy and innovation to the work we are doing ● It also makes the Alliance accountable towards the youth movement, and acknowledges that youth have right on their own to be in decision making spaces when it comes to the issues that are about and matters to them

2 Collective actions, intersectional partnerships, articulation, and coordination

2.1 Result Area 4

Result	Accountable practices and partnerships among MenEngage Alliance members and SRHR, women's rights and gender justice movements, based on solidarity, equality, justice, and feminist principles.
Outcome	(4) MenEngage Alliance members and partners have strengthened capacities to uphold quality standards and accountable practices in transforming masculinities and engaging men and boys, and work in partnerships and solidarity with the broader field of SRHR, women's rights and gender justice.

2.1.1 MenEngage Alliance: Building Accountability

(Output 4.1/Outcome Indicators – power & privilege and tools and procedures)

#	Outcome Description	Evidence of Contribution	Significance
17	MenEngage Alliance members increasingly uphold accountability standards and practices in transforming masculinities and engaging men and boys and working in solidarity with the broader field of SRHR, women's rights and gender justice.	<ul style="list-style-type: none"> In 2018 and 2019, accountability workshops held in almost all regions <ul style="list-style-type: none"> Africa 2018: the workshop allowed a focus on accountability in a structured way, for deeper reflection. It created space for critical feedback and a commitment to greater levels of accountability in country networks in Africa³⁰. Accountability workshops in Costa Rica during the Latin American colloquium on masculinities, August 2019. Sessions on accountability in Chile and Beirut with MenEngage global leadership, and with the South Asian network. Accountability campaign during 16 Days of Activism against Gender-Based Violence sharing MenEngage accountability tools 	<p><i>This outcome is significant as MenEngage has focused on raising awareness, building capacity, and strengthening accountable practices through collaboration, open dialogue, and constructive criticism in partnerships with women's rights groups, social justice organizations and other stakeholders</i></p> <p>Note (UAF Africa) ME secretariat fully upholds the practices, they are committed they have put in place the practices, they are committed to learning from the feminist movement. The general membership is not so committed – the partners that they work with on country levels, they need to do more. More pressure from the secretariat tied to funding that is received would put pressure on members. ME has worked under the leadership of women's rights organization particularly at global level – they could do more at regional and national levels (I don't think that I have</p>

³⁰ [Internals\\MenEngage Alliance Annual report 2018](#)

#	Outcome Description	Evidence of Contribution	Significance
		<ul style="list-style-type: none"> In 2018, MenEngage Alliance contributed centrally to advancing accountability issues within the Prevention+ program, its consortium and country partners³¹ <p>The principle of accountability is put front and center in the work and practices of the Alliance as is illustrated by a number of the MSC that respondents highlighted in this evaluation where in response to the question about the Most Significant Change respondents offered,</p> <p>“In the governance and development process. Decision on it are made guided by the voices of women.”</p> <p>“The alliance has equipped me to understand accountability standards and respect the LGBTIQ.”</p> <p>“Faced with changes in the discourse, I think that the concept of accountability proposes a deep reflection, in the face of the exercise of co-responsibility and transparency I have been able to transfer this reflection to the places where I am active as an activist and even within the organization in what work”.</p> <p>“The most significant change for me personally has been the notion of accountability and the challenges to implement this concept in the network and my organization. We still have too often unquestioned power balances between women and men and to my understanding we do lack awareness of the harmfulness of binary gender norms. That working with boys and men should do no harm to girls*, women* and minorities has come to be one the most important concepts for me now. It is not enough to say "I am a cis white male and privileged" but the challenge is to take the step and change this. This is something that is so important for me now also because we discussed it in the network but also because I have witnessed some male activists in repeating power hierarchies and being content with addressing issues instead of changing their behavior”.</p>	<p>seen a country chapter organize this) ME had developed a number of really great materials but need to roll out at a country level.</p> <p>Another external validator fully agreed with all elements of this outcome</p>

³¹ [Internals\\MenEngage Alliance Annual report 2018](#)

#	Outcome Description	Evidence of Contribution	Significance
		<p>"We have instituted transformative systems in our structures where it is mandatory now that there must be inclusion of all key stakeholders of MenEngage i.e. women, men, youths and people with disability. We have also begun to strengthen our accountability mechanism especially where we have had members falling out of line of what is expected. We have been able to take quick move to apply the accountability standards to ensure that we all conform to that."</p>	
18	MenEngage regional networks adopt and adapt the MenEngage Code of Conduct and Accountability Standards.	<ul style="list-style-type: none"> Multiple regional events were facilitated on Accountability Standards throughout this period including the Africa Accountability workshop Most of the regional networks have prioritized the contextualization and adaptation of the global Accountability Tools (Standards and Guidelines) for the regional and country networks³². Africa: By the end of 2018, MenEngageAfrica reached agreement on the "Maputo Declaration and Call to Action" which focused on how to take forward gender equality and social justice in the continent.³³ Europe: During 2017, MenEngage European Network translated the MenEngage Accountability Standards and Toolkit into Russian and held training sessions on the implementation of the toolkit, both in the Steering Committee and larger meetings and increased the number of women involved in the Network³⁴. North America: Convenings of Community of Practice have created a space for NAMEN members and others to share promising examples, strategies and lessons and learn from each other about transforming masculinities and engaging boys and men in gender justice³⁵. By the end of 2017 	<ul style="list-style-type: none"> The value of creating these spaces is illustrated by the work that took place in Africa. The Africa Accountability workshop was held which supported open, honest conversation, which recognized that engaging M&B messaging is sometimes problematic and analyzed, one by one, the feminist concerns about engaging M&B work. This led to an agreement to open MEA Africa to more women's groups and more women's leadership within networks and MEA leaders provided concrete feedback to improve MenEngage Global Accountability Standards.

³² [Internals\\MenEngage Alliance Annual report 2017](#)

³³ [Internals\\MenEngage Alliance Annual report 2018](#)

³⁴ [Internals\\MenEngage Alliance Annual report 2017](#)

³⁵ [Internals\\MenEngage Alliance Annual report 2017](#)

#	Outcome Description	Evidence of Contribution	Significance
		<p>members of NAMEN identified the need to move from discussion to action in their accountability work.³⁶</p> <ul style="list-style-type: none"> • South East Asia: Partners in Indonesia made a collective commitment to focus on women's rights, SRHR and gender justice, in particular gender transformative approaches to engaging boys and men in ways that are consistent with the Accountability Standards³⁷. • Regional Networks have convened consultative processes within the regions to contextualize these standards and ensure that there is a shared understanding of the standards. <p>An example of how this process was facilitated in regions – and the complexity of the issues being confronted - is provided below (based on an MSC response):</p> <p>“First for the work of accompanying groups of men and boys on accountable practices, we worked with more than 45 groups where women identified their priorities and men followed to discuss these priorities in terms of appropriate responses. Most of the men changed their outlook on women and girls and began to talk, share and raise awareness about the rights of the latter, yet they were identified as violent, resistant and sensitive / indifferent men / boys towards them. notions of rights / equality / masculinity. The men have become community protection groups where they take care of carrying out contextual analyzes, taking good partners with women in resolutions aimed at meeting the needs of women / girls; they even manage to educate some girls who were discriminated against and stigmatized by these men / boys”</p>	
19	Public events on accountability in the field of engaging men and boys are co-hosted by MenEngage and other	<p>Illustrations of the kinds of events organized include:</p> <ul style="list-style-type: none"> • In 2019, a side event at CSW63 was co-organized with ATHENA Network, and emphasized participation of young feminists. 	<ul style="list-style-type: none"> • This work is significant as MenEngage organized and co-hosted these events, which provided an opportunity to dig deeper into the challenges and responsibilities we have as leaders in this field and provided space for many

³⁶ [Internals\\MenEngage Alliance Annual report 2017](#)

³⁷ [Internals\\MenEngage Alliance Annual report 2017](#)

#	Outcome Description	Evidence of Contribution	Significance
	international feminist networks.	<ul style="list-style-type: none"> MenEngage Alliance, together with ATHENA Network and with the support of White Ribbon Canada, organized a consultation at the Women Deliver conference, which took place in June 2019 in Vancouver. The consultation included 15 women's rights organizations, development agencies, foundations, youth advocates, and SRHR organizations and resulted in critical reflections on the responsibility of networks like MenEngage Alliance to ensure accountable practices across its membership. Oct 2019, during the SVRI Forum in Cape Town (Oct. 2019) the Alliance had another event, co-organized with Equality Institute, SVRI, Raising Voices and COFEM. Latin America: In 2019, MenEngage Latin America consolidated a group of network members with strengthened capacities to implement accountable practices in this work³⁸. 	<p>stakeholders to raise their concerns and equally importantly to make proposals on what we can do better.</p> <ul style="list-style-type: none"> For example, the ATHENA session elevated feminist youth perspectives and understandings on how the MenEngage Accountability Standards and obtained feedback on the gaps and the improvements needed³⁹. This initiative is also inspiring others to organize similar events, such as the Panel discussion in Geneva "Accountable practices for engaging men and boys in preventing violence against women and girls", which is co-sponsored by WHO, UNAIDS, OHCHR and CERAH.
20	MenEngage Alliance increasingly breaks down hierarchies within the Alliance, moving towards more accountable leadership, with a horizontal approach to agenda-setting and network-strengthening models ⁴⁰ .	<ul style="list-style-type: none"> MenEngage developed accountability standards in an inclusive manner and has built this into the practice of the Alliance through the development of a Code of Conduct and on-going capacity building at a regional level Roll-out of 2nd edition of the Accountability Toolkit: co-developed in consultation with MEA regional networks⁴¹. Accountability linked to Sexual Harassment policy (under Outcome 4). MenEngage established working groups and learning circles which have helped more horizontal working on issues. Work has been put into ensuring more structured participation across MEA and new Board members, representing specific constituencies 	<ul style="list-style-type: none"> This work focuses on ensuring an increased understanding of what it means to do this work with Men and Boys in accountable ways. Developing the toolkit allowed for a thorough review of the MEA's accountability framework with the purpose of strengthening the capacity of the Alliance to uphold quality standards and accountable practices The accountability training toolkit and the MEA core principles and code of conduct serve to ensure that the accountability standards are built this into the practice of the Alliance The inclusive process of developing the standards and toolkit created greater levels of ownership of accountability work across the MEA and ensured that these could be and

³⁸ [Internals\\MenEngage Alliance Annual report 2019](#)

³⁹ Internals\\MenEngage Alliance Annual report 2019

⁴⁰ [Internals\\MenEngage Alliance Annual report 2019](#)

⁴¹ The Accountability Standards and Guidelines was completed in 2014 with an accompanying training toolkit. A second edition of the toolkit was released in 2017/2018.

#	Outcome Description	Evidence of Contribution	Significance
		<ul style="list-style-type: none"> The revised Accountability Toolkit was translated into French, Spanish, Russian thus ensuring greater buy-in and access 	<ul style="list-style-type: none"> built in networks strengthening, advocacy, and programming.

2.1.2 MenEngage Global Alliance: Building Partnerships

(Output 4.2/Outcome indicator – partnerships)

#	Outcome Description	Evidence of Contribution	Significance
21	The MenEngage Alliance establishes stronger partnerships at a global level with women's rights and gender justice CSOs, NGOs and UN agencies ⁴² .	<p>MenEngage has put significant effort into partnership building, based on hearing and responding to critical feedback from Women's Rights organizations. This includes multiple activities and engagements with feminist collectives, which all contributed to this outcome (including at each session of CSW and Human Rights Council, CEDAW Expert Workshop for feminist COVID-19 collective response. Some specific examples of such activities include:</p> <ul style="list-style-type: none"> During 2017, MenEngage strengthened its partnership with International Center for Research on Women (ICRW) In 2017, during the CSW Youth Forum, MenEngage forged stronger ties with several key organizations that are working with young people to address gender equality across various spaces, including UN Advocacy spaces⁴³. In June 2019, MenEngage Alliance was invited by Women Deliver to join a working group along with Together for Girls, Spotlight Initiative and UNFPA to develop the concurrent session on 'Gender-based Violence: it's time to talk about power. Following the Ethiopia meeting, MenEngage Alliance (GS) and CREA co-organized/co-hosted a workshop (Oct 2019) in Nepal for representatives of each region. ²⁷ 	<p>This outcome is significant as by taking the lead from women's rights organizations in advancing SRHR from a feminist lens, the Alliance has been able to start making connections between masculinities and patriarchy, SRHR and GBV.</p> <ul style="list-style-type: none"> Partnership building is often linked to Advocacy work. The strengthening of relationships with WROs in the context of GBV/VAWG and gender justice has opened doors for collaboration with historical SRHR and human rights influencers in the UN system, with major donors, and with breaking ground in terms of collaboration. In addition, the partnerships that MenEngage has formed with feminist WROs has created the space for feminist WR experts to provide technical support to build the skills of MenEngage advocates. The Alliance utilized feedback to inform practices to become more transparent about funding, and to make funding available to various women's rights organizations as part of the process of partnership building. <p>Note (WHO)</p>

⁴² [Internals\\MenEngage Alliance Annual report 2018](#)

⁴³ [Internals\\MenEngage Alliance Annual report 2017](#)

#	Outcome Description	Evidence of Contribution	Significance
		<p>participants from 19 countries. Still in conversation about how to continue this partnership. Looking at how to replicate this workshop in other regions (e.g. in Caribbean).</p> <ul style="list-style-type: none"> The establishment of more formal and accountable partnerships (e.g. with COFEM and Athena). 	<p>Confirmed this outcome and stated that this is critical as work on men's engagement in SRHR needs to be in support of women's rights and autonomy to control their sexuality and fertility. While men need to be engaged, it cannot be to take over or make decisions about or at the expense of women's right to control their bodies, without which SRHR cannot be achieved.</p> <p>Another external validator fully agreed with all elements of this outcome</p>
22	Strengthened partnerships lead to collective agreement on ways to take action to advance gender justice through addressing the priorities of women's rights organizations and the feminist movement broadly	<p>MenEngage has strengthened its relationships with WROs, which has opened doors for collaboration with historical SRHR and human rights influencers in the UN system, with major donors, and with breaking ground in terms of collaboration:</p> <ul style="list-style-type: none"> In 2017, during the 35th Session of the Human Rights Council, MenEngage Alliance took the opportunity to foster a strategic partnership with leading SRHR coalition Sexual Rights Initiative (SRI)⁴⁴. In 2019 the Alliance launched its SRHR Platform for Action in Ethiopia with 46 members and leaders of the Alliance from across 27 countries. In 2019, as part of the SRHR program - MenEngage signed MOUs with 2 major feminist orgs (CREA, WGNRR), which - involved substantial funding (sub-grants to each) in support of concrete plans to work with the Alliance's SRHR Initiative's Advisory Committee⁴⁵. In September 2020, the Alliance, in partnership with the Women's Global Network for Reproductive Rights (WGNRR), will launch the campaign for women's right to safe abortion, which in 2020 will include for the first-time 	<p><i>This outcome is significant as these partnerships have enabled MenEngage members to grapple with issues of power, patriarchy and feminism in way that recognizes the feminist framework as unique when compared to other social justice frameworks, and to integrate this approach into their operations and network strengthening processes, as to inform their politics and practices</i></p> <p>As an example of the significance of these developments in regions: The CREA workshop in Nepal (which followed from the Ethiopia meeting) broke new ground in supporting members in the process of understanding the relevance of the feminist vision and advocacy agenda. The workshop centered on power, patriarchy and feminism in a way that was new to participants. There was recognition of the points made, of the feminist framework as unique when compared to other social justice frameworks. It also led to acceptance of bringing similar exercise to other regions, for a context specific analysis. This is being done now in the Caribbean and is planned for Latin America.</p> <p>Note: External person</p>

⁴⁴ [Internals\\MenEngage Alliance Annual report 2017](#)

⁴⁵ [Internals\\MenEngage Alliance Annual report 2019](#)

#	Outcome Description	Evidence of Contribution	Significance
		<p>messaging on men's support for women's right to safe abortion.</p> <p>An example of the ways in which this work has resulted in change in practices is provided below. One respondent observed that there had been tension with - and suspicion from women's organizations - and the Red Peruana "learned to relate to them and learned to respect women's spaces". "For example, when we did the men's roundtable at the beginning (...) we used to do it at the end of the march on November 25 [International Day for the Elimination of Violence against Women], and it was actually well received, but then we realized that this was a women's space, more than a space to promote a role for men. So now we do it at least two or three weeks before November 25 to respect the spaces of struggle of the women's movements.".</p>	<p>Fully agreed with this outcome</p> <p>Note: WGNRR</p> <p>Fully agreed - WGNRR and MenEngage forged partnership for joint campaigning around sexual and reproductive health and rights particularly on abortion rights. However, indicated that efforts in this area there is still a need to fine tune the coordination between the changemakers and the partner to be able to achieve meaningful outcomes of collaboration.</p> <p>Note: (WHO)</p> <p>Partially agreed stating that I think globally this is happening more, just don't know if individual members are doing this in collective agreement with local feminist groups across all its membership and regions and agreed that this outcome is very significant given the importance of understanding power, privilege and positionality of men in society over women and be conscious about sharing of that power with women.. Also noted that a lot more needs to be done by MenEngage in allying with WRO on issues such as abortion, equal sharing of unpaid care work including in relation to newborn health etc, women's choices when it comes to contraception etc. The male engagement discussions in these spaces in the mainstream have been limited to men being decision-makers and victims being denied services, rather than responsible for supporting women's choices to control their sexuality and fertility.</p>
23	Partnerships across regions (and within countries) are deepened and result in actionable strategies	<p>The Alliance has built capacity and created space for regional structures to take these partnerships forward</p> <ul style="list-style-type: none"> • In 2017, the Masculinities in the Arab World Conference held in Beirut in May 2017 created a space for around 250 activists, researchers, practitioners, and policy makers to discuss 'Masculinities in the Arab World' and identify actionable strategies for engaging men and boys as allies in achieving gender equality and peace in region • In 2017, Peruvian National Colloquium on Masculinities created an opportunity for the emerging network in Peru 	<ul style="list-style-type: none"> • The global work done by the Alliance, together with the more horizontal structure of the Alliance which enables more sustained regional input to global work, has resulted in confidence in the Alliance as a feminist partner, 'trickling down' to the Regional structures

#	Outcome Description	Evidence of Contribution	Significance
		<p>to strengthen the network's development process and its relationship with other partners in the region⁴⁶.</p> <ul style="list-style-type: none"> • In 2017, MEE was able to strengthen its partnership with the European Institute of Gender Equality (EIGE), a major actor in the women's rights and gender equality field at the European level as well as the EWL ⁴⁷. • In 2017, MEE worked in partnership with the Swedish NGO MÄN (Men for Gender Equality) and run in conjunction with NGOs Emancipator (Netherlands) and The Good Lad Initiative (UK)⁴⁸as part of IMAGINE (Inspiring Male Action on Gender Equality in Europe), which was funded through the EU Rights, Equality and Citizenship Programme, • In South Asia, was stronger collaborations between national and regional organizations and agencies, such as IPPF-South Asia Regional office and its associates at the country-level, Partners for Prevention, Care International in Sri Lanka and Nepal, and USAID & GTZ in Nepal. • In 2019, there was increased cooperation between MenEngage Rwanda and Prevention+ partners in the country. • MEA is working with WGNRR Africa on concept, branding, and messaging for the campaign (linked to a global programme - the September 2020 campaign for women's right to safe abortion). 	

⁴⁶ [Internals\\MenEngage Alliance Annual report 2017](#)

⁴⁷ [Internals\\MenEngage Alliance Annual report 2017](#)

⁴⁸ [Internals\\MenEngage Alliance Annual report 2017](#)

2.1.3 MenEngage Global Alliance: With – and in – Movements

#	Outcome Description	Evidence of Contribution	Significance
24	The Alliance (at national, regional, and global levels) increasingly implements its intersectional strategy and acts in solidarity with women's rights and gender equality organizations. ⁴⁹	<p>MenEngage acts in solidarity with inter-sectional movements, and actively put the roles and responsibilities of men and boys in the public eye and opinion, often through supporting the increased representation of inter-sectional movements in decision making spaces at regional and global levels.</p> <ul style="list-style-type: none"> ● In 2017, MenEngage Alliance membership - activists, experts, practitioners, researchers, CSOs and NGOs made a collective commitment to work towards achieving women's rights, SRHR and gender justice for all⁵⁰. ● In 2017, MenEngage acted in solidarity with the #MeToo Movement and actively put the roles and responsibilities of men and boys as both perpetrators and allies in ending harassment and abuse more firmly in the public eye and opinion, which contributed to debates within the field of work on men and masculinities ● In 2017, Women's Marches brought together millions of activists and general public in over 50 countries⁵¹ in which members participated. ● The Alliance made contributions to statements and encouraged the participation of members in activities. 	<p>This outcome is significant as it gives expression to the accountable practices in partnerships in ways built on solidarity, equality, justice, and feminist principles</p> <p>Notes (UN Women) Respondents indicate that the contribution statement absolutely true but felt that the outcome as initially written was only partially true – but not necessarily part of broader feminist movement and varies from region to region. Esp in LA and Caribbean – ME Alliance does not participate as part of the major EFLAC conference. Also do not participate in regional conferences on women in LAC.</p> <p>External: WHO - Absolutely that is the way to go, but in practical and concrete ways to demonstrate solidarity and allyship with WRO and feminist groups rather than competing for attention to men engagement issues. This respondent disagreed with respect to contribution stating that, “The issue is not representation, it is responsibility. Men are represented in all leadership and decision-making bodies, but don't use that role to be responsible for giving women the voice to speak for themselves, or don't use that representation to give voice to the importance of men being responsible for equality in concrete ways – i.e. sharing of care work, sharing of resources and power, sharing of visibility and leadership space, sharing of credit. The “what about men” and “men as victims of gender inequality” narrative has dominated men's representation”. Another external validator fully agreed with all elements of this outcome</p>

⁴⁹ [Internals\\MenEngage Alliance Annual report 2018](#)

⁵⁰ [Internals\\MenEngage Alliance Annual report 2017](#)

⁵¹ [Internals\\MenEngage Alliance Annual report 2017](#)

3 As a result of these...a) An enabling policy environment, and b) Models & manifestations of non- violent masculinities

3.1 Result Area 2

Result	An enabling policy environment for gender transformative approaches with men and boys to advance women's rights and gender justice, SRHR for all, GBV prevention, redistribution of unpaid care, peace, and security
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3.1.1 MenEngage Global Alliance: Strengthening Advocacy Strategies

Outcome	(2a) MenEngage members and strategic partners have increased joint policy advocacy actions, thereby contributing to increased policy and decision makers' awareness on gender transformative approaches with men and boys on issues related to SRHR including HIV/AIDS, GBV, women's rights and gender equality
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3.1.1.1 An increasingly visible and coordinated advocacy response

(Output 2.1/Outcome indicators re joint agendas and statements)

#	Outcome Description	Evidence of Contribution	Significance
25	The Advocacy Working Group (AWG) is established as the main collective strategizing space for advancing MenEngage Alliance's plans for a consolidated joint advocacy agenda and strategy ⁵²	<p>MenEngage established the AWG, which has worked on ensuring that the accountability advocacy principles underpin the advocacy work undertaken by the Alliance.</p> <ul style="list-style-type: none"> • In 2017, the AWG was launched • During the period under review the Alliance further conceptualized and implemented accountable advocacy principles • In 2019, the AWG held quarterly calls and ad hoc working groups that were formed to mobilize around particular advocacy opportunities held a range of virtual strategy meetings throughout the year, including on the CEDAW expert workshop, CSW63. 	<p>The AWG is significant as it creates the space for regional and thematic perspectives to inform the global advocacy agenda</p> <p>The establishment of the COVID-19 expanded AWG also indicates that Alliance was able to quickly adapt and engage in joint advocacy during this complex time in which we witnessed a closure of many UN processes and spaces, gaining insights and contributing advocacy experiences at national level in order to link and learn and effectively respond to a global pandemic through collective action</p>

⁵² [Internals\\MenEngage Alliance Annual report 2017](#)

#	Outcome Description	Evidence of Contribution	Significance
		<ul style="list-style-type: none"> In 2020, MenEngage Alliance coordinated and established a COVID 19 expanded AWG, in order to find ways to advocate for and respond to the contextual realities of the experiences of women, girls and LGBTQIA+ individuals during the pandemic, as well as structural issues 	
26	MenEngage Alliance members participate in processes, and collectively agree to advocate, for feminist-informed, gender transformative, human rights-based language and approaches to engaging men and boys and transforming masculinities ⁵³ .	<p>Work put into the development of the collective submission provided the basis for ongoing engagement in this area</p> <ul style="list-style-type: none"> In 2017, there was a collective submission (20 members and partners) was made, focusing on promising practices and a collective political agenda on the work to engage men and boys in the elimination of VAWG, towards the OHCHR Report pursuant Resolution 35/10 <p>In 2018, an informational Meeting with UNDP on Men and Masculinities (CSW62), agreed on a process for joint mobilization around the commemoration of WPS⁵⁴ Agenda Resolution 1325</p>	<ul style="list-style-type: none"> Increased meaningful joint advocacy opportunities with feminist & LGBTQIA+ advocacy orgs
27	Increased representation from advocates at regional level strengthens the voice and capacity of the Alliance to undertake effective advocacy	<p>The Alliance dedicated resources and capacity to ensuring that regions were represented in key forums and that these representatives were prepared to be able to effectively participate at various global fora.</p> <ul style="list-style-type: none"> In 2017/18, fundraising efforts resulted in a two-year US\$ 1.9m grant from Amplify Change (a consortium of government and private foundation donors) to strengthen MenEngage Alliance's commitment to addressing SRHR issues and masculinities. The grant was approved in Nov 2018. In 2018, MenEngage Alliance alongside the AWG organized a week-long capacity strengthening activity for over 24 advocates from 6 regions, on international advocacy processes and mechanisms at Human Rights Council space in Geneva, Switzerland. 	<ul style="list-style-type: none"> The application of advocacy principles to advocacy activities by the Alliance at global level, and increasingly through capacity raising with regional networks, AWG, Prevention+ and SRHR for all is important to fostering increased solidarity and cross-movement building with key feminist orgs and alliances within the policy space, as well as to foster joint feminist agenda setting The changemakers programme which was developed as part the AmplifyChange partnership – this has brought energy to the regions, and the project grant made it possible for them to receive stipends and be recognized for their work.

⁵³ [Internals\\MenEngage Alliance Annual report 2019](#)

⁵⁴ [Internals\\MenEngage Alliance Annual report 2018](#)

#	Outcome Description	Evidence of Contribution	Significance
		<ul style="list-style-type: none"> Capacity of its Advocacy Working Group members around international advocacy was strengthened and resulted in NAMEN creating its "Policy Advocacy Committee"⁵⁵. As part of the AmplifyChange funded programme, the Changemakers initiative was launched, in which regional networks selected 22 Changemakers to represent four regions and to engage in regional and global advocacy for SRHR for all people⁵⁶. The 22 Changemakers joined the Alliance in Ethiopia for a kick-off and orientation meeting. Two additional changemakers from Latin America joined the group first in Nepal (Oct 2019), and another in Nov 2019 to participate in the ICPD Nairobi Summit. <p>In 2019, an interconnected global-regional-country level advocacy strategy was developed and implemented with MenEngage regional and country networks and at-large member organizations⁵⁷.</p>	
28	The voice and experience of activists working at a community level are elevated and brought into global intergovernmental forums through the work of the Alliance	<p>During the period under review MenEngage dedicated internal resources to capture the learning and engagement from different forums were captured and used to inform advocacy statements</p> <ul style="list-style-type: none"> Members and strategic partners collectively developed issue-based policy advocacy statements which were shared with members and at key inter-governmental forums such as HLPF/Agenda 2030, CEDAW and CSW In 2019, MenEngage Alliance held a capacity building session with the UN as part of CSW63, In 2019/2020, the Alliance, through the AWG, also shared information and mobilized the engagement of 6 regions in collective organizing (with 5 regions being represented through delegations in the Beijing+25 regional fora), towards Beijing+25 processes leading up to CSW64. 	<p>This outcome is significant as it supports the successful realization of interconnected multi-level advocacy for the alliance in a manner that ensures connections between regional level input processes with national networks and regional joint advocacy agenda setting.</p> <ul style="list-style-type: none"> An example of the significance of this can be seen in the Beijing+25 mobilization which was a successful realization of interconnected multi-level advocacy for the alliance. Including in the identification of gaps and areas for further maturation, such as connections between regional level input processes with national networks and regional joint advocacy agenda setting.

⁵⁵ [Internals\\MenEngage Alliance Annual report 2018](#)

⁵⁶ [Internals\\MenEngage Alliance Annual report 2019](#)

⁵⁷ [Internals\\MenEngage Alliance Annual report 2019](#)

#	Outcome Description	Evidence of Contribution	Significance
		As observed by one respondent in this evaluation, “the thing about creating spaces for activists/grassroots organizations...that is true! Because (Q-Initiative is a community-based organization in Kenya and I know there are many other grassroots organizations represented in the network, and given equal opportunity to take part in conversations without feeling like they are not supposed to be there.”	
29	Increased representation and meaningful participation from young people in the advocacy activities of the Alliance	<p>MenEngage, at all levels, created dedicated spaces for youth involvement to strengthen the voices and leadership of young people in all processes of the Alliance</p> <ul style="list-style-type: none"> • In 2017, nearly 700 young people aged 10-35 years, gathered at the UN headquarters for the CSW61 Youth Forum to share their stories of activism, ideas for a gender just world and urge world leaders to listen to their voices and needs. • In 2019, at CSW 63, the Alliance was part of the Youth Dialogue task force which was made up of 17 youth-led and youth-serving organizations and coordinated by UN Women. 	<p>This outcome is significant for the democratization and representation levels of the Alliance and for ensuring that young people both effectively participate and shape the Alliance.</p> <p>Note: Puntos Nicaragua fully agreed with outcome, significance, and contribution</p> <ul style="list-style-type: none"> • Note: Pan African ILGA partially agreed - Whereas there is participation of young people in the spaces and activities of the Alliance, there need to do more. There is need to take a deliberate move to have young people be part of the decision making and composition of the board, lead on the activities and furthermore create spaces where young people can voice their issues. If we did this, we would achieve more and have meaningful participation of young people. Suggested that this is true at global levels but there is need to have this fully replicated at the regional and national level.
30	MenEngage members and strategic partners increase the number of joint policy advocacy actions taken on issues related to SRHR including HIV/AIDS, GBV, women's rights and gender equality	<p>The Alliance raised funds and dedicated resources to ensuring that the focus on advocacy around SRHR issues was taken up at global and regional levels</p> <ul style="list-style-type: none"> • In 2019, the Alliance expanded its work on SRHR advocacy, with the support of AmplifyChange. • Four regional action plans developed to strengthen SRHR advocacy (South Asia, Latin America, Caribbean, and Africa) • The parties of MenEngage Africa (MEA) adopted a collective position on SDG 5 which relates to gender 	<ul style="list-style-type: none"> • Through this interconnected strategy and mobilization from national to regional to global, the Alliance has been able to participate/influence gender justice agenda setting around men and masculinities • The implementation of accountable advocacy has led to lessening of resistance to the presence and participation of MenEngage Alliance in key policy spaces (UNHQ and Geneva) as well as its inclusion in collective gender justice efforts through its unique lens on men and masculinities

#	Outcome Description	Evidence of Contribution	Significance
		<p>equality and empowerment of women and girls (as well as a position on SDG3 which relates to promoting healthy lives and wellbeing for all)⁵⁸.</p> <ul style="list-style-type: none"> MenEngage Pakistan member works in coordination with IWRAW to submit CEDAW Shadow Report In 2019, MenEngage Alliance and SRHR Change Makers developed a joint advocacy agenda for ICPD - ICPD+25 MenEngage Alliance Commitments <p>In 2020, the COVID-19 extended AWG, through articulation with feminist covid19 advocacy collective, made two joint submissions to the Special Procedures SRVAWG on the rise of domestic violence during COVID19. This included the work and experiences of 25 MenEngage members across most regions</p>	
31	The Alliance has made a substantial contribution to the overall knowledge bank of national, regional, and global discourse and policies on engaging men and boys in ways that address gender justice	<p>MenEngage undertook a comprehensive mapping of all relevant international policies and agreements (HRC, CEDAW, CPD, WPS related agreements)</p> <ul style="list-style-type: none"> The Alliance has mapped this work and shared this within the Alliance In 2017, the Alliance initiated the development of a comprehensive mapping of all relevant international policies and agreements (HRC, CEDAW, CPD, WPS related agreements) This mapping work continued in 2018 and the alliance also mapped the most accessible national and regional policies on engaging men and boys. In 2019/2020 global and regional Beijing+25 outcomes documents were mapped <p>A respondent noted that, “CariMAN has also been very supportive of the work with men and boys: through their network the UNFPA were able to do a mapping of CSOs that work with men and boys and an action plan, and UNFPA has been trying to put funding into the action plan to support these initiatives.”</p>	<ul style="list-style-type: none"> The mapping exercise was a critical activity towards consolidating a baseline measure of where international normative frameworks stand in terms of agreed upon language on men and masculinities, allowing for a more informed and robust language advocacy strategy which seeks to supplement and politicize current trends, gaps and depoliticized references. In doing so this creates the basis for the inclusion of meaningful language to engage men and boys in ways that address gender justice <p>Note: An anonymous external consultant agreed with this and stated that MenEngage Alliance’s elaboration of the concept of feminist approach to engaging men and boys for gender equality had a significant contribution to the discourse. Likewise, MenEngage Alliance’s advocacy has resulted inclusion of languages on engaging men and boys in the work of the UN, including the work of the UN entities as well as the UN Human Rights Council resolutions. But urged that this work should be continually framed in terms of its real intention of transforming</p>

⁵⁸ [Internals\\MenEngage Alliance Annual report 2017](#)

#	Outcome Description	Evidence of Contribution	Significance
			<p>patriarchy otherwise leaves risks for superficial understanding of its concept among stakeholders.</p> <p>With respect to the significance suggested that there is an awareness of the mapping on CEDAW jurisprudence and MenEngage Alliance's briefing to the CEDAW Committee. But indicated that there is a need to evaluate the impact of the work. Suggested that it may be useful to review if there has been an inclusion of any of the key recommendations stemming out of the mapping exercise in CEDAW's concluding observations and General Recommendations issued after the MenEngage's briefing to CEDAW held in 2018. Such a review may help 1) evaluate how much influence MenEngage's advocacy vis-à-vis CEDAW had; 2) determine what types of recommendations or information sharing would work better with CEDAW; and 3) how to improve MenEngage's strategy to better inform the UN human rights mechanisms.</p>

3.1.1.2 The importance of the work being undertaken by MenEngage Alliance is increasingly recognized

#	Outcome Description	Evidence of Contribution	Significance
32	MenEngage Alliance members are increasingly invited to join international policy process to share contextual expertise at national/regional level to influence global advocacy	<p>The Alliance dedicated resources and capacity to ensuring that regions were represented and effectively participated at various global fora</p> <ul style="list-style-type: none"> MenEngage Alliance members from various regions join global UN processes including: High level dialogue on women's human rights HRC, CEDAW briefing, CEDAW Expert Workshop, Virtual Multi-stakeholder consultation In 2018 MenEngage Alliance successfully mobilizing both MenEngage Alliance members and the Prevention+ country and consortium partners to come together at 38th Session of the Human Rights Council (HRC), to continue building momentum and joint advocacy around the adoption of HRC Resolution 35/10⁵⁹. 	<ul style="list-style-type: none"> A broader number of members speaking at global fora, expanding opportunities and capacity to engage and influence global policy processes

⁵⁹ [Internals\\MenEngage Alliance Annual report 2018](#)

#	Outcome Description	Evidence of Contribution	Significance
		<ul style="list-style-type: none"> Through coordinated strategy calls, the Alliance was able to bring together a wide group of stakeholders from the UN to member states to CSOs and Alliance members to share submissions towards this process. MenEngage Alliance members worked to coordinate the reinforcement of the Alliance's political agenda across all submissions 2 MenEngage Alliance members joined conversation as panelists while the global secretariat coordinated with feminist WRC to maintain accountable advocacy principles and to use the space for joint agendas with feminist movements 	
33	Increased visibility and recognition, amongst relevant actors, leaders, organizations, networks, governments, of the value of the submissions made by MenEngage Alliance in inter-governmental forums	<p>The Alliance developed quality materials and ensured that these are effectively distributed:</p> <ul style="list-style-type: none"> In 2017 MenEngage Alliance was able to reach new audiences through strengthening its social media visibility Four MenEngage Alliance members selected to Generation Equality Action Coalitions as CSO Leads and MenEngage Alliance invited to join Paris and Mexico Design Sprint for GEF MenEngage Alliance invited to join UNGA Virtual Multi-stakeholder Beijing+25 Global Consultation 	<ul style="list-style-type: none"> MenEngage Alliance members recognized as critical partners in important global conversation. During consultation, many member states and stakeholders expressed support for work with men and boys and transforming gendered power relations MenEngage Alliance and its members considered across various roles for GEF <p>Two external respondents fully agreed with all elements of this outcome.</p> <p>Notes (UN Women) External respondent fully agreed that this outcome has been achieved and that the Alliance contributes with very concrete proposals. However, suggested that whilst this work is important there is a need for more visibility and needs to be more bottom up – reflecting priorities from national and to recognize that because the global conversations are restricted to key audiences, they do not always go back and share at the grassroots.</p> <p>External (WHO) It is not about value of MenEngage alliance submission, it is about MenEngage acting and working in alliance with feminist</p>

#	Outcome Description	Evidence of Contribution	Significance
			groups to make stronger submissions to inter-governmental forums.
34	Governments are increasingly engaging with the MenEngage regional and country networks, and members, in terms of either amending legislation or proposing new policies and guidelines around women's rights and gender justice	<p>MenEngage Alliance supported regions and country members to engage with national governments around women's rights and gender justice.</p> <ul style="list-style-type: none"> • The Rapid Response that was undertaken during 2017 by many MenEngage Alliance members around the world as part of a consolidated joint advocacy effort was highly effective in realizing considerable responses from their respective governments. • Many joint activities have been conducted over the years with UN Women (mostly at annual CSW) • In 2017, MenEngage Africa reports state that governments in Africa increasingly engaging with MEA members on key policy and guideline issues, particularly around Sexual and Reproductive Health and Rights (SRHR), ending child marriages (ECM) and Female Genital Mutilation (FGM)⁶⁰. • In 2017, in South Asia, the bench allowed the intervention application by Forum to Engage Men (FEM) and made it a party in the petitions seeking declaration of Section 375 (offence of rape) of the IPC as unconstitutional on the ground that it discriminated against married women being sexually assaulted by their husbands⁶¹. • During 2019 MenEngage Africa was increasingly invited by strategic partners to take part in their events and provide language on engaging men and boys in their documents and projects⁶². • By 2020 key role players in South Asia are ready to take collective action, with MenEngage, towards gender justice <p>One regional respondent commented that the, "most significant changes are Increased coordination, cooperation</p>	This outcome is significant as there is a need to ensure an increased uptake by the governments of global agreements, and MenEngage has supported this by working with national governments to ensure appropriate and accountable integration of 'men and masculinities' in policies and/or guidelines

⁶⁰ [Internals\\MenEngage Alliance Annual report 2017](#)

⁶¹ [Internals\\MenEngage Alliance Annual report 2017](#)

⁶² [Internals\\MenEngage Alliance Annual report 2019](#)

#	Outcome Description	Evidence of Contribution	Significance
		<p>and support among the relevant departments of government and MenEngage networks. For achieving SDGs now government relevant institutions are sincerely involved with initiatives of the network. They are also accepting the network recommendations and suggestions. Broadly network contribution is to form new acts, policies and proper implementation of the existing laws, policies and others through carrying out policy advocacy”.</p> <p>An example of the way in which governments are working with MenEngage at regional level was provided by a respondent who indicated that, “the Paternities Platform enhanced their role in relation to the work in masculinities and fatherhood. This strengthened the relationship with the Ministry of Women and with their collaboration the Red Peruana published the report "State of the Art of Fatherhoods in Peru" in 2016 and the first issue of Peruvian journal on gender and masculinities in 2017”.</p>	

3.1.2 MenEngage Global Alliance: Shifting Discourse and Policies

(Outputs 2.5 and 2.6/Outcome indicator policies and laws)

Outcome	<i>(2b) Policies and laws on SRHR, women’s rights and gender justice increasingly include gender transformative analysis and approaches inclusive of men and masculinities, and are implemented at country, regional and global levels.</i>
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#	Outcome Description	Evidence of Contribution	Significance
35	The participation of MenEngage Alliance members - at an inter-governmental level - in several meetings and negotiations around the uptake of feminist-informed,	<ul style="list-style-type: none"> The Alliance jointly facilitated a capacity strengthening/ consultation in Ottawa, together with SIDA and MoFA, to develop a common approach to working in various UN policy processes, prior to the adoption of Resolution 	This outcome is significant as the imperative of shifting harmful discourse and creating an enabling policy environment is central to the realization of the intended vision of the MenEngage Alliance. This is largely achieved through MenEngage’s ability to create space for their

#	Outcome Description	Evidence of Contribution	Significance
	gender transformative, human rights based language and approaches to engaging men and boys and transforming masculinities results in key resolutions, conclusions and recommendations ⁶³ .	<p>A/HRC/35/L.15: ⁶⁴ “</p> <ul style="list-style-type: none"> • March 2017, the Commission on the Status of Women, 61st Session, resulted in a set of agreed conclusions on women's economic empowerment in the changing world of work, which place considerable emphasis on the engagement of men and boys and transforming unequal power relations. • June 2017 at the 35th session of the UN Human Rights Council⁶⁵: the adoption of Resolution A/HRC/35/L.15: ⁶⁶ “Accelerating efforts to eliminate violence against women: engaging men and boys in preventing and responding to violence against all women and girls” tabled by the Canadian government. • June 2017, also at the 35th Session of the Human Rights Council: the adoption of Resolution A/HRC/35/L.29, which focuses on the elimination of discrimination against women and girls. The resolution included strongly agreed upon language on engaging men in boys in ending discrimination against all women and girls⁶⁷. • In 2018, UN Women’s final draft of the Strategic Plan 2018-2021, had a stronger integration and focus on social norms transformation, and had a wider inclusion of civil society women’s rights organizations as a key constituency of their work⁶⁸ • In 2018, the Gender360 summit resulted in a set of key outcomes and recommendations relating to “A Gendered Approach to Positive Girl and Boy Development in 	<p>members to contribute their expertise in such spaces and elevate their voices and works to inform the advocacy which MenEngage undertakes.</p> <p>Note: UN Women Both respondents fully agree that this outcome has been achieved, that this is significant, and that the Alliance has made an important contribution to this outcome.</p> <p>Note: WHO disagreed – stated that this needs to be a part of a coalition of feminist voices rather than in its capacity as MenEngage alliance alone. Feminist organizing is about solidarity and alliance rather than individual identity/branding of contributions.</p>

⁶³ [Internals\\MenEngage Alliance Annual report 2019](#)

⁶⁴ Case Study on Joint Advocacy, MenEngage Alliance at the 35th Session of the Human Rights Council, Global Secretariat, September 2017

⁶⁵ [Internals\\MenEngage Alliance Annual report 2017](#)

⁶⁶ Case Study on Joint Advocacy, MenEngage Alliance at the 35th Session of the Human Rights Council, Global Secretariat, September 2017

⁶⁷ Case Study on Joint Advocacy, MenEngage Alliance at the 35th Session of the Human Rights Council, Global Secretariat, September 2017

⁶⁸ [Internals\\MenEngage Alliance Annual report 2017](#)

#	Outcome Description	Evidence of Contribution	Significance
		<p>2018”⁶⁹.</p> <ul style="list-style-type: none"> ● In 2018, the International Conference on Engaging Men & Boys “Men Move!” Policy debates and good practice on engaging boys and men in gender and development conference created opportunities to strengthen understanding and interconnections between theoretical as well as practice-oriented topics and ranged from policy level discussions to direct experiences in the field⁷⁰. ● Consultation in Geneva with Canada and OHCHR ● Engagement with CEDAW Committee members (twice) ● Engagement at Stockholm Gender Forum (May 2018) ● Contribution to Gender Policies for Canada, Sweden, European Union (Gender action plan), EiGE's annual plans, 	
36	There is an increased commitment, amongst governments, to working towards an enabling policy environment for gender transformative approaches with men and boys to advance women's rights and gender justice, SRHR for all, GBV prevention, redistribution of unpaid care, peace and security are made across governments ⁷¹ .	<p>The Alliance supported regions and country members to engage with national governments around SRHR</p> <ul style="list-style-type: none"> ● A network of politicians in the Swedish parliament, to which members of almost all major parties in Sweden signed up, pledged to make ending gender-based violence their main election promise⁷². ● In 2018 Global Affairs Canada reported a better understanding of the men and masculinities agenda and showed a sincere commitment to further strengthen their focus on gender transformative approaches to engaging men and boys in gender equality⁷³ ● Since 2017, collaboration with Dutch through Prevention+ programme, playing the role of technical 	<ul style="list-style-type: none"> ● This is significant as the achievement of this outcome represents the Alliance pushing back against governments that are taking up this issue in an unhelpful way and trying to deepen the political frame ● This outcome also illustrates the importance of the Accountable advocacy approach as this has led to successful outcomes ● Members have been able to directly influence government discourse

⁶⁹ [Internals\\MenEngage Alliance Annual report 2018](#)

⁷⁰ [Internals\\MenEngage Alliance Annual report 2018](#)

⁷¹ [Internals\\MenEngage Alliance Annual report 2017](#)

⁷² [Internals\\Transforming-Masculinities \(mid-term reflections report\)](#)

⁷³ [Internals\\MenEngage Alliance Annual report 2017](#)

#	Outcome Description	Evidence of Contribution	Significance
		<p>partner to deepen their understanding of politicizing the work</p> <ul style="list-style-type: none"> • In 2017, MenEngage Alliance responded to the re-instatement of the Global Gag Rule by the US Administration⁷⁴ Regional networks have been responding in an on-going way, including specifically NAMEN in 2020: • By the end of 2017 CariMAN Bahamas had established a partnership with the national ministry for social services and secured \$25,000 in funding from UN Women for their 'reclaiming our boys' program⁷⁵. • In 2017 in Mexico, the Secretariat of Health of the National Institute for Women, the National Council to Prevent and Eradicate Discrimination, other public institutions and about eight universities in the country have actively become involved in a campaign reviews the role of men as subjects of care and caregivers within the families in confinement under a health emergency⁷⁶. <p>In response to the question about MSC respondents provided several examples –</p> <p>Costa Rica: Creation of a public policy of masculinities that is inscribed in the National Policy of Prevention of Violence Against Women. This public policy, for which the network advocated, is followed by the National Women's Institute, it has impact indicators and a state commission, where the organizations of the MenEngage network are taking part and providing the training to officials.</p> <p>Guatemala: Formulation and approval by the Ministry of Health of a manual for the participation of men in health services, their joint responsibility in childbirth, pregnancy and the raising of children.</p>	

⁷⁴ [Internals\\MenEngage Alliance Annual report 2017](#)

⁷⁵ [Internals\\MenEngage Alliance Annual report 2017](#)

⁷⁶ Progress Evaluation of the MenEngage Alliance, First Engagement with MenEngage Latin America Regional Steering Committee, July 3, 2020

#	Outcome Description	Evidence of Contribution	Significance
37	Policies and laws on SRHR, women's rights and gender justice increasingly are inclusive of men and masculinities, from a gender transformative approach which is given practical expression at country, regional and global levels ⁷⁷ .	<p>MenEngage Alliance has undertaken advocacy work at a global level which is grounded in the experiences and insights of regional and country members who in turn translate these policy and discourse shifts in their engagement with national governments. This supports discourse and policies that include a gender transformative analysis. In doing so, the Alliance supported regions and country members to engage with national governments around ensuring that a gender transformative analysis and approaches inclusive of men and masculinities are included in the development of policies and laws</p> <ul style="list-style-type: none"> • In 2017 in Costa Rica: the creation of a public policy of masculinities that is inscribed in the National Policy of Prevention of Violence Against Women⁷⁸. Also, the creation of the masculine health policy⁷⁹. • In 2018, Peru saw the passing of the law that extends paternity leave from four to ten days (2018)⁸⁰. • In 2019, MenEngage Uganda was given the opportunity to attend the launch of the East African Community gender policy, where they highlighted the need to engage men and boys, a piece that was missing in the policy⁸¹ • In 2019, there was a new European Union work-life balance directive which allowed for two weeks of non-transferable parental leave to all parents⁸² • In Guatemala: Formulation and approval by the Ministry of Health of a manual for the participation of men in 	<p>This outcome is significant as it is central to the realization of the intended impact of the MenEngage Alliance, which is that by 2020 the Alliance will have contributed to improved access to sexual and reproductive health and rights (SRHR), reduced vulnerability to HIV/AIDS, reduced gender-based violence and discrimination, just redistribution of unpaid care, and a stronger women, peace and security agenda, by strengthening efforts aiming to change discriminatory norms related to men's and boy's attitudes, responsibilities and roles, at country, regional and global levels</p> <ul style="list-style-type: none"> • As per the results and vision of ME <p>Note: External Partially agree (no reasons given)</p>

⁷⁷ [Internals\\MenEngage Alliance Annual report 2019](#)

⁷⁸ Progress Evaluation of the MenEngage Alliance, First Engagement with MenEngage Latin America Regional Steering Committee, July 3, 2020

⁷⁹ Progress Evaluation of the MenEngage Alliance, First Engagement with MenEngage Latin America Regional Steering Committee, July 3, 2020

⁸⁰ Progress Evaluation of the MenEngage Alliance, First Engagement with MenEngage Latin America Regional Steering Committee, July 3, 2020

⁸¹ [Internals\\MenEngage Alliance Annual report 2018](#)

⁸² [Internals\\MenEngage Alliance Annual report 2019](#)

#	Outcome Description	Evidence of Contribution	Significance
		health services, their joint responsibility in childbirth, pregnancy and the raising of children. ⁸³	
38	There is an increase in the number of community and religious leaders speaking out against gender-based violence (GBV) and other negative religious and cultural practices such as female genital mutilation (FGM) and early and forced child marriage	<p>MenEngage, particularly MenEngage Africa, South Asia and Latin America, has created spaces to bridge the gap between members' work on this issue and UN policy discourse.</p> <ul style="list-style-type: none"> • The Alliance held a consultation on faith-based approaches • In 2018 at a side event at HRC - 15 member states, shared promising practices of faith-based approaches • In 2019 Prevention+ had a consultation with community and religious leaders <p>As observed by a respondent, there is an increase in the engagement of religious and traditional leaders (usually men) who are engage in policy transformations in favor of gender equality. Most of our country members are major stakeholders in ensuring that this conversation includes men and boy's engagements at the grassroots.... An outcome of that is the example of the Chief in Malawi who annulled over a hundred child marriages." (MenEngage Africa)</p>	<p>This outcome central to shifting norms and discourse relating to women's rights and gender justice increasingly include gender transformative analysis and approaches inclusive of men and masculinities, and are implemented at country, regional and global levels. The Alliances work on this has been deepened and is ready to be translated into concrete recommendations.</p> <p>Note: Tearfund Over the last years, there has been an increase in meaningful engagement with faith leaders and communities, and more evidence-based programming globally. This is seen as important as these leaders continue to wield massive influence over communities, and most often reinforce harmful social and gender norms, and reinforce power hierarchy between men and women. But only partially agreed with contribution stating that there have been good discussions and interest from ME to engage with this work, and for a couple of years there was momentum, especially in partnering with us on the faith-based approaches consultation, and the UN Women side events etc, but have not seen this grow into something more concrete or land well.</p>

3.2 Result Area 3

Result	Programs, campaigns, advocacy efforts and organizations in the gender equality and human rights field are informed and strengthened by the information and knowledge produced by MenEngage Alliance and members on gender transformative,
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⁸³ Progress Evaluation of the MenEngage Alliance, First Engagement with MenEngage Latin America Regional Steering Committee, July 3, 2020

	intersectional feminist and rights-based approaches to men and masculinities in addressing SRHR including HIV/Aids, gender based violence, women's rights and gender equality by 2020
Outcome	(3) Knowledge emerging from MenEngage Alliance members and partners on promising practices to transform masculinities and engage men and boys on issues related to SRHR incl. HIV/AIDS, GBV, women's rights and gender equality is systematized, disseminated and broadly used by the broader gender equality and human rights field.

3.2.1 MenEngage Global Alliance: sharing of evidence-based resources to support effective programming

#	Outcome Description	Evidence of Contribution	Significance
39	A range of knowledge products, focused on promising practice on engaging men and boys for gender equality, are published and disseminated	<p>The Alliance dedicated resources and capacity to ensuring the development of a range of knowledge products:</p> <ul style="list-style-type: none"> • In 2017, developed a Policy Brief for distribution at the Human Rights Council as well as disseminated as an advocacy tool with like-minded governments prior to the 35th Session⁸⁴. • In 2017, the commitment made by governments across countries at the 35th Human Rights Council Meeting called for a comprehensive report to be prepared by the OHCHR, with inputs from UN Agencies, States and civil society organizations over the course of the next year, to be presented for review at next year's June Session of the 38th Human Rights Council, detailing promising practice on engaging men and boys in preventing and responding to violence against all women and girls⁸⁵. • In 2017, the Barbershop Toolbox⁸⁶ was developed to provide men with the tools to address gender inequality and become agents of change. 	<ul style="list-style-type: none"> • The policy brief developed for the 2019 ICPD25 Nairobi Summit meant that Changemakers were able to 'hit the ground running' in some advocacy spaces and to participate in the discussions more actively. Many of these ME youth members and SRHR changemakers did not know the history behind the current debate about engaging or not engaging men and boys in SRHR. The brief was valuable to them as they joined more seasoned advocates regionally and globally.

⁸⁴ [Internals\\MenEngage Alliance Annual report 2017](#)

⁸⁵ Case Study on Joint Advocacy, MenEngage Alliance at the 35th Session of the Human Rights Council, Global Secretariat, September 2017

⁸⁶ [Internals\\MenEngage Alliance Annual report 2017](#)

#	Outcome Description	Evidence of Contribution	Significance
		<ul style="list-style-type: none"> ● In 2017, The “MenCare - A Global Fatherhood Campaign Report - State of the World's Father - Time for Action” was launched ● In 2017, the International Men and Gender Equality Survey (IMAGES) in Arab World - the first study of its kind to explore men’s and women’s attitudes and practices towards gender equality in the region, as well as the effects of conflict and displacement on masculinities was launched⁸⁷. ● In 2018, MenEngage Alliance knowledge products on transforming masculinities and engaging men and boys in priority issues related to SRHR, women’s rights and gender justice that are developed and disseminated at country, regional and global levels⁸⁸ ● In 2018, developed the first ever contextualized and culturally validated tool in the MENA region on men and masculinities⁸⁹ ● In 2019, in preparation for the ICPD25 Nairobi Summit ME developed a policy brief and review of the progress in engaging men and boys in SRHR since 1994. ● In 2020, Several MenEngage members provided inputs on the report “State of the World’s Fathers: Latin America and the Caribbean”, which presents research about men’s engagement in issues related to fatherhood. The report was launched this year regionally and internationally and Latin America produced manuals that are shared within public health institutions⁹⁰ ● South Asia MenEngage reach different constituents with multi-media ⁹¹ 	

⁸⁷ [Internals\\MenEngage Alliance Annual report 2017](#)

⁸⁸ [Internals\\MenEngage Alliance Annual report 2018](#)

⁸⁹ [Internals\\MenEngage Alliance Annual report 2018](#)

⁹⁰ Progress Evaluation of the MenEngage Alliance, First Engagement with MenEngage Latin America Regional Steering Committee, July 3, 2020

⁹¹ South Asia Focus Group 2020

#	Outcome Description	Evidence of Contribution	Significance
		<ul style="list-style-type: none"> A case study developed by MenEngage Africa showing the value of community mobilization as an intervention to support significant attitudinal and some behavioral changes around gender and HIV risk was shared within the Alliance and partners⁹². <p>One respondent confirmed that, “our organization is working with young men and boys from its initiation in 2004. We are getting regular updates from MenEngage Alliance and it is providing lots of knowledge, information, and resources. It increases our understanding and capacity to engage men and boys for gender justice”.</p>	
40	Initial evidence from the evaluations of projects and programs aimed at men and boys, which have shown positive impacts on the well-being of women and girls, and of men and boys themselves, and marked attitudinal and behavioral changes among boys and men towards women’s rights and gender equality is made available through a range of engagements and forums ⁹³	<p>MenEngage Alliance has commissioned and shared the results of evaluation through webinars, panel events and consultations.</p> <ul style="list-style-type: none"> The collective of MenEngage Alliance and the Prevention+ country and consortium partners organized a side event at the 38th Session of the Human Rights Council (HRC) 2018, to promote the Resolution and the corresponding report developed by OHCHR, highlighting promising practices, examples and lessons learnt on engaging men and boys in violence prevention and response. This was co-sponsored by the Government of Canada, the OHCHR, and the Ministry of Health/ Government of Uganda. <p>A respondent observed that, “over the last three-years, my work with the MenEngage Network has strengthen my knowledge at related to working with Men and Boys and Engaging them in preventing GBV. It has also helped me to build partnership with the NGOs members of the network”.</p>	<p>This outcome is critical to ensuring good practices aligned with a feminist approach are utilized</p> <p>Note: An anonymous external commentator indicated that, while the evidence had been shared with structures such as the OHCHR (e.g. as submission to OHCHR’s report to the Human Rights Council on violence against women A/HRC/38/24A/HRC/38/24) or shared with the UN human rights mechanisms (e.g. participation of members of the Alliance to the Human Rights Council panel discussions and side events; briefings to the Special Rapporteur on VAW, Working Group on discrimination against women and CEDAW Committee), etc.</p> <p>Observed that there is an awareness of several products and studies of MenEngage Alliance, but I don’t have knowledge of their evaluations (except those indicated their submissions to the OHCHR’s report to the Human Rights Council in 2017). It might be useful to include Alliance’s contacts at the UN entities systematically in the dissemination of evaluations.</p>

⁹² [Internals\\AFRICA - Strategic Plan 2019-2023](#)

⁹³ [Internals\\MenEngage Alliance proposal to SIDA 2017-2020 \(February 2017\) FINAL](#)

3.2.2 MenEngage Global Alliance: Enhancing the efficacy of programs

#	Outcome Description	Evidence of Contribution	Significance
41	The programme design and implementation capacity of members and partners is strengthened, resulting in more effective programming	<p><i>MenEngage has implemented several capacity building interventions to ensure deepening of knowledge and abilities in designing effective programming</i></p> <ul style="list-style-type: none"> ● In 2017, a capacity building workshop, facilitated by MenEngage Africa during 2017, resulted in both increased commitment and capacity to implement, document and advocate for effective, evidence-based and scaled-up interventions to engage boys and men in achieving gender equality⁹⁴. ● Fatherhood 2.0, implemented in 2018, is a successful intervention to address harmful norms, societal expectations, and transform patriarchal masculinities, with the intention of contributing to the prevention of intimate partner violence within the focused population⁹⁵. ● Development of a discussion paper on the need for a more nuanced analysis of boys' and men's multiple roles vis a vis climate change.⁹⁶ This was launched in 2017. ● April 2020; MenEngage Alliance organized interactive online workshop took place on to discuss, explore and advance understanding and action on the relations between masculinities and the climate crisis. <p>South Asia has developed increased capacity to implement effective programming⁹⁷</p> <p>One respondent, commenting on MSC, observed that, "over the years as an organization we have been engaging young people in the HIV response but ever since we collaborated</p>	<i>This outcome is significant as enhancing the effectiveness of programs (which ensures that transformative, intersectional feminist and rights-based approaches to men and masculinities are implemented to address SRHR including HIV/Aids, gender based violence, women's rights and gender equality) is key to the success of the Alliance.</i>

⁹⁴ [Internals\\MenEngage Alliance Annual report 2017](#)

⁹⁵ [Internals\\MenEngage Alliance Annual report 2018](#)

⁹⁶ [Internals\\Men-Masculinities-and-Climate-Change-FINAL](#)

⁹⁷ South Asia Focus group, 2020

#	Outcome Description	Evidence of Contribution	Significance
		with Men-engage we then raised the graph of working with young men and Boys on a mission of reducing the overwhelming new infections among adolescent girls and young women”.	
42	There has been progress made by members of the MenEngage Alliance both in their collaborations with each other and with partners in order to enhance the efficacy of programs working with boys and men towards gender justice	<p>MenEngage has focused on the development of strategies and capacity and leveraging resources (including the grant funding) to enable collective activities</p> <ul style="list-style-type: none"> ● In April 2017, Prevention+ partners reached agreement about ways to strengthen gender transformative approaches to engaging boys and men, at the partners meeting in the Netherlands ● Strengthened understanding among the FLOW partners on the Alliance’s central focus, agenda, and mechanisms for ensuring women’s and girl’s rights and empowerment in all activities focused on a men and masculinities lens. ● In 2019, CariMAN representatives from Trinidad and Tobago met with the InterAmerican Development Bank and other national NGOs in December to discuss the implementation of a project aimed at adolescent men across the country across the country⁹⁸. ● Their work (regional MenEngage) has “influenced the Barber Shop Initiative that the Office of the Prime Minister for Gender Affairs has rolled out in Trinidad and Tobago as part of their work with men and boys” ● "There's another initiative called Hope for Men, for perpetrators of gender violence, where CariMAN worked with UN Women and UNFPA to institute this 	<p>This outcome recognizes the importance of building a shared understanding and collective spaces where members can work collectively to enhance the efficacy of programs. This is central to ensuring adherence to accountability principles in the implementation of programs that are working with men and boys using transformative, intersectional feminist and rights-based approaches</p> <p>Note BRAC Partially agreed - Collaboration is very good BUT there is still more that we need to do to improve the efficacy of programs. We need to work more on this – very good relationships at a country and a regional, but still there is a need to do more at these levels. This has been a great contribution. It is a long journey but at least we have started</p> <p>Note: OXFAM Partially agreed but indicated that partnerships could improve through more communications in social media specifically to Men Engage Alliance</p> <p>Note: WGNRR Partially agreed - Joint campaigning and webinars have been undertaken but the collaboration needs to be proactive.</p>

⁹⁸ [Internals\\MenEngage Alliance Annual report 2019](#)

#	Outcome Description	Evidence of Contribution	Significance
		<p>program in the court system, whereby perpetrators are referred for mandatory counselling"</p> <p>One respondent observed that, "With the efforts of organizations at the community level groups of men and boys have started to reflect on their power and privileges at personal and family level. Group action for supporting and ensuring women's right and other marginalized sectors have started. We have created the group of 10000 samanta sathi's (Change maker) in 7 states of India. They are active in different social media and started to share their change stories to build healthy and gender equitable environment"</p>	

4 Contribution to goal and impact

Goal	By 2020, MenEngage Alliance has contributed to increased support, uptake and implementation of feminist-informed gender transformative approaches on men's and boys' roles, attitudes and responsibilities - related to SRHR including HIV/AIDS, GBV, and gender equality - among key stakeholders in the gender justice and human rights field.
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This report has highlighted the extent to which there is progress against the goal. This at the level of:

- MenEngage members (as discussed with Sida (donor) our primary stakeholders and scope of influence are our own members)
- Partners in the civil society field
- Policy and decision makers (governments, UN)

Impact	By 2020, MenEngage Alliance has contributed to improved access to sexual and reproductive health and rights (SRHR), reduced vulnerability to HIV/AIDS, reduced gender-based violence and discrimination, just redistribution of unpaid care, and a stronger women, peace and security agenda, by strengthening efforts aiming to change discriminatory norms related to men's and boy's attitudes, responsibilities and roles, at country, regional and global levels
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There are illustrative examples of the kinds of change that the work of the Alliance has contributed towards (for example South Asia report reduced incidence of violence against women and girls – but not systemic)

- From the MSC:
 - “The significant change on me personally is increasing my participation in house-work duties and children rearing. On our organization: we got more experience in men participation in gender equality in terms of materials, tools, and plans”
 - “Nepal govt changed the constitution and law to provide support to women to reduce violence against women – contribution of ME - massively launched awareness program for rights of women and girls”
 - “We carried out an activity with Uganda police, this brought out issues police faces in terms of service delivery, caring for children and how best the police can work with MenEngage to promote rights”
 - “There has been significant shift in the language on including men and boys in gender equality. We have also seen transformation in public policies especially in East Africa where for instance FGM has been banned”

- One respondent in the surveys rated the Alliance 6/10 in the effort to attain the set impact and goal.
 - Respondents observe that from a theory of change perspective, there's the assumption that if the work is done as intended and the outcomes are realized against the result areas, and this work is about the issues of SRHR, HIV/Aids, GBV, unpaid care, etc., then the Alliance will contribute to improvements in this regard.
 - Also indicated that in making this assessment, there is a need for a reflection on the current state of the world and that being part of the efforts that prevent further regression is also impact. One respondent observed that, "ME networks/members can function as a "seawall", preventing men and boys from "falling to the other side" and providing an alternative male voice and image that can block the potential hegemony of "men's rights" men".
-