



MenEngage Alliance

working with men and boys for gender equality

MenEngage Global Alliance Strategic Plan 2017-2020

Generously supported by:



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Submitted by:

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Glossary

This glossary provides brief descriptions of how MenEngage Alliance understands and applies the core concepts that are at the core of our Vision and Mission. These understanding are at the core of our understanding of qualitative work on men and masculinities within women's rights and gender justice.

Transform and end patriarchy: We seek to engage men and boys, along with women, girls and people of diverse gender identities, to redress structural power imbalances and inequalities, male domination and their manifestations upheld by systemic male supremacy ideologies, and to reform such dualistic and sexist gender orders.

Transform masculinities: We seek to destabilize stereotypical male gender roles and hegemonic expressions of manhood, and support manifestations of non-violent, equitable and inclusive notions of manhood, by changing social norms that shape boys' and men's behavior.

Engaging men and boys: We seek to work with men and boys to encourage their active involvement in ending gender inequalities, advancing women's rights and transforming masculinities as allies with women, girls and people of diverse gender identities. Recognizing that some men and boys question the harmful notions of manhood and the privileges that society grants them, we provide them with ways to take transformative action. We work with men in power in all spheres of society to promote progressive policies and institutional practices in favor of women's rights and gender justice.

Gender transformative approaches (GTA): Policies, processes and strategies that seek to critically reflect on and transform social norms and institutional practices that create and reinforce gender inequalities. GTA do not view the engagement of men and boys as an end in itself, rather as a means to transform social norms and gender power relations at their roots. GTA are part of a 'gender integration continuum' that classifies interventions as gender exploitative, gender neutral, gender sensitive or

gender transformative. MenEngage seeks to support the increased uptake of gender transformative approaches with men and boys through the work of the Alliance.

Intersectionality: We acknowledge that oppressive institutions (racism, sexism, homophobia, transphobia, ableism, xenophobia, classism, etc.) are interconnected and cannot be examined separately from one another. This interplay of multiple identities can increase vulnerability and inequalities in privilege and power, and further entrench inequalities and injustice. We seek to contribute to an intersectional understanding of men and boys' roles and responsibilities, and enhance an intersectional perspective in the work of the Alliance and its members.

Feminist approach: We acknowledge that we build on the heritage of feminist women's rights organizations and movements and ground our work firmly in feminist principles. We seek to strengthen our work by embracing a women's rights perspective and feminist analysis, including placing inequalities in privilege and power that result from patriarchy at the heart of our work with men and boys. We commit to listening to and being accountable to women's rights voices; and to institutionalizing democratic and inclusive decision making processes within the Alliance.

Enabling spaces for dialogue and joint action: MenEngage Alliance, being informed by a feminist approach, engage in strengthening partnerships, networks and alliances as a political act to change and a tool for empowerment within movement building. We work 'glocal': where ideas from the local to the global are jointly identified, shared, negotiated, changed, and disseminated.

Partnerships: We seek to foster concrete and equal associations and collaborations with various actors and agencies in the field of women's rights, gender and social justice, climate justice, child rights, youth empowerment and rights, sexual and reproductive health rights, civil and political rights, indigenous population rights, human rights, among others.

Working as allies with women's rights organizations: We are committed to working as allies, and to fostering healthy relationships, with women and women's rights organizations, movements and networks to achieve equity and equality for women and girls, and justice for all, as a political act to strengthen the collective struggle for human rights and social, economic and environmental justice.

The following terminology is used to refer to specific entities within MenEngage Alliance:

MenEngage Alliance, or *the Alliance*, refers to the collective of entities that constitute the international network: the MenEngage Global Alliance, Global Secretariat, Regional and country Networks, members and partners. The term is distinct from *MenEngage Global Alliance* which supports this network to achieve its full potential.

MenEngage Global Alliance refers to the non-profit organization which serves as the implementing entity of the program, responsible for anchoring the work of the Alliance and supporting its members' activities. MenEngage Global Alliance is registered in Washington DC, USA as a 501(c)3 organization.

MenEngage Global Board, or the *Board*, refers to the Board of Directors that is responsible for the governance of the Alliance at the global level, including oversight of programs and finances, and for carrying out fundraising for the organization. The Board consists of representatives from the Alliance's regional networks and international at-large member organizations.

MenEngage Global Secretariat, or *Global Secretariat (GS)*, refers to the executive body of the MenEngage Global Alliance. It is composed of fulltime staffs, responsible for the implementation of the MenEngage Global Alliance's strategic priorities, carrying out fundraising for the organization (supported by the Board), and managing the budget.

Acronyms

AWID	Association for Women's Rights in Development
CHSJ	Centre for Health and Social Justice
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CPD	United Nations Commission on Population and Development
CSO	Civil society organization
CSW	United Nations Commission on the Status of Women
GBV	Gender-based Violence
GS	Global Secretariat
GTA	Gender transformative approaches
HRC	Human Rights Council
ICPD	International Conference on Population and Development
IDAHOT	International Day against Homophobia, Transphobia and Biphobia
IMAGES	International Men and Gender Equality Survey
INGO	International non-governmental organization
IPPF	International Planned Parenthood Federation
JASS	Just Associates
KM&C	Knowledge Management and Communications
LGBTQI	Lesbian, Gay, Bisexual, Transgender, Queer and/or Intersex
MENA	Middle East and North Africa
MoU	Memorandum of Understanding
MRAs	Men's Rights Activists (commonly used term for anti-feminist men and men's groups)
MSM	Men who have sex with men
NGO	Non-governmental organization
NORAD	Norwegian Agency for Development Cooperation
PM&E	Planning, monitoring and evaluation
SC	Steering Committee
SDGs	Sustainable Development Goals
Sida	Swedish International Development Cooperation Agency
SOGI	Sexual Orientation and Gender Identity
SRHR	Sexual and reproductive health and rights
ToR	Terms of Reference
UNFPA	United Nations Population Fund
UNGASS	Special Session of the United Nations General Assembly
UNSCR	United Nations Security Council Resolution
UPR	Universal Periodic Review of the Human Right Council
VAW	Violence against women
WEDO	Women's Environment and Development Organization
WHO	World Health Organization
WILPF	Women's International League for Peace and Freedom

General information

Title:	MenEngage Global Alliance Program and Core-support Proposal to Sida, 2017 – 2020
Submitted to:	Swedish International Development Cooperation Agency (Sida)
Implementing Agency:	MenEngage Global Alliance
Project Period:	January 2017 – December 2020 (48 months)
Total Amount Requested:	USD 4,448,648 / 40 million SEK (48 months) (39,956,866.61 SEK on 3 March 2017, exchange rate 1 USD = 8.98 SEK)

Documents included

This document:

- = Chapter 1 - Introduction to MenEngage Alliance and current context analysis, which serves to build up the multi-annual program (can be read as an annex or background document);
- = Chapter 2 - Summary of MenEngage Alliance's intervention logic, specified for the period 2017-2020;
- = Chapter 3 - Multi-annual program and proposal to Sida for continued core support to the MenEngage Global Alliance for the period 2017-2020;
- = Chapter 4 - Description of MenEngage Global Alliance management and operations.
- = Annexes - Including an overview of Management and Operations materials for the MenEngage Global Alliance (shared as additional PDFs).

Additional documents:

- = A detailed budget for the MenEngage Global Alliance's multi-annual program, including support requested from Sida;
- = Budget narrative 2017-2020, with a description of the use of funds provided by Sida.
- = A results framework supporting the proposal narrative, with impact, goal, results, outcomes and outputs indicators for the MenEngage Global Alliance's program in 2017-2020;
- = An assumptions and risk register, outlining potential risks associated with program and institutional developments and planned responses in mitigation;
- = Annual network building and advocacy calendar that guides the annual planning on joint activities of MenEngage Alliance.

Background and purpose of the proposal to Sida

We are pleased to hereby present the MenEngage Global Alliance's four-year program (January 2017 – December 2020) and proposal for core-support to the Swedish International Development Cooperation Agency (Sida), MenEngage Alliance's longest standing partner and groundbreaking international ally in the struggle for gender justice and human rights worldwide.

The proposal builds on the Alliance's previous two strategic plans for 2009-2011 and 2012-2016, which were also supported by Sida. It draws on the voices and expertise of the Alliance's membership and partners, including women's rights and social justice activists and organizations, and the Alliance's agenda as laid out in the [Delhi Declaration and Call to Action](#), the key outcome document of the 2nd MenEngage Global Symposium (2014). It is furthermore informed by Agenda 2030 and the Sustainable Development Goals (SDGs) and other global policy frameworks that support the realization of women's rights and gender justice within the broader context of social, economic and environmental justice and human rights. It builds on the emerging insights from the Alliance's PM&E strategy, including MenEngage Global Alliance annual plans and reports. In particular, the current program for 2017-2020 responds to the findings and recommendations of the external evaluation for the period 2012-2016.

In June 2016, in collaboration with and generous support from Sida, MenEngage Global Alliance organized a State of the Field consultation at Sida headquarters in Stockholm, that brought together more than 70 civil society experts, practitioners and researchers, and representatives of government partners and UN agencies. The stakeholders looked at promising practices, lessons learned, and particularly at the roles and responsibilities of MenEngage Alliance and its worldwide membership. The event was followed by a strategic planning meeting of the MenEngage Global Board and Secretariat, who reflected on the work of the period 2012-2016 and laid out the pillars for the MenEngage Global Alliance's multi-annual program for the next strategic period.

This program proposal describes the agenda, goals, strategies, and aspired outcomes and outputs of the MenEngage Global Alliance for the period 2017-2020. MenEngage Alliance is as membership-based network, consisting of regional and country networks and member organizations worldwide. Such a network requires coordination among members and a strong engine, to provide key capacity strengthening and information exchange to and among members, and to support a shared political agenda and facilitate participation of civil society in global level decision-making. The requested support from Sida will enable the core functioning of the MenEngage Global Alliance to provide such key services to members and coordinate collaborative work across the network. The Sida-grant forms MenEngage Global Alliance's holding grant, which will continue to enable the MenEngage Alliance to achieve its broader aspirations, and support additional fundraising for specific projects within the program.

The multi-annual program forms the basis for the annual work plans of the MenEngage Global Alliance for 2017, 2018, 2019 and 2020. These will be developed by the Global Secretariat in collaboration with the MenEngage Global Board. The annual plans will further specify the activities under each aspired outcome, as implemented by the MenEngage Global Secretariat. The annual plans will include a budget specification with prioritization of Sida funds allocation for that year, also taking into account other available funds. The realization of the plans will be reported on in annual reports to Sida and the membership.

Contributions to the realization of Sweden's international policies

MenEngage Alliance contributes to the realization of Sida's objective of **Socially Sustainable Development** through its work on Sida's result area **"increased participation, awareness and responsibility among boys and men regarding gender equality, SRHR and HIV/AIDS"**.¹

A growing body of research shows how gender inequality undermines health and development. **"When gender equality increases, poverty is reduced.** This is why gender equality is a prioritized issue in Swedish development cooperation, permeating all Sida's interventions. [...] Poverty has different dimensions for women and men. Because women are discriminated in relation to men, poverty is more noticeable for women. The challenge is that it is all about power - and lack of power in all areas of life."² MenEngage Global Alliance bases its programs and initiatives on comprehensive contextual analysis that includes multi-dimensional poverty and power analysis, with the understanding of poverty as one of the key drivers of violence, inequalities and injustices ranging from family to state levels. MenEngage Alliance has its outreach to the grassroots via its membership, and access to people living in the poorest and marginalized conditions in various parts of the world.

In the next strategic period, MenEngage Alliance strengthens its focus on the aspirations of the **Agenda 2030 for Sustainable Development** and its principle of **"No One Left Behind"**, with the vision to end poverty and its manifestations, including feminization of poverty; to combat inequalities within and among countries to build peaceful, just and inclusive societies; to protect human rights and promote gender equality and the empowerment of women and girls; and to contribute to the lasting protection of the planet and its natural resources. MenEngage Global Alliance with its strategies and approaches aims to contribute to ending poverty in all its form by ensuring our interventions address the multi-dimensional nature of poverty. Through this MenEngage Alliance aims to contribute to just and equal redistribution of power, choices and resources in order to create an enabling environment where all people enjoy all forms of freedom to decide over and shape their own lives, in both private and public spheres.

Research has demonstrated how working with men and boys as well as women and girls to promote gender equality contributes to achieving health and development outcomes.³ MenEngage Alliance, together with members and partners, builds upon this evidence and rationale for working with men and boys to promote gender equality as well as advance sexual and reproductive health and rights (SRHR) for all. Through MenEngage Alliance's focus on transforming gender norms around manhood, the Alliance will continue to be one of Sida's strategic partners in "strengthening efforts to change discriminatory norms, focusing particularly on men's and boy's attitudes, responsibility and roles related to SRHR" and women's rights and gender justice.

The MenEngage Alliance SRHR Platform includes a focus on Sida's aspired result "to promote sexual and reproductive health and rights of women, girls and young people, including the right to comprehensive sexuality education, contraceptives and access to safe and legal abortions" and "to combat sexually transmitted infections, including HIV." MenEngage Alliance's other priority issues contribute to Sida's

¹ *Results strategy for global action on socially sustainable development 2014–2017*. Sida, May 2014
<https://openaid.se/wp-content/uploads/2014/04/Results-strategy-for-global-action-on-socially-sustainable-development-2014-2017.pdf>

² Sida's understanding of the links between gender equality and poverty, text in brackets:
<http://www.sida.se/English/how-we-work/our-fields-of-work/gender-equality/>

³ *Engaging Men and Boys: A Brief Summary of UNFPA Experience and Lessons Learned*. UNFPA, 2013.
http://www.unfpa.org/sites/default/files/resource-pdf/UNFPA%20Engaging%20men%20and%20boys_web-2.pdf

aspirations to “help support the fight against all forms of gender-based violence, including sexual violence” in particular through engaging men and boys in violence *prevention*. MenEngage Alliance is currently active in 23¹ of Sida’s priority countries globally, and we are likely to expand in the coming years. MenEngage members’ work includes contexts that are “conflict, post-conflict and humanitarian crisis settings”.

MenEngage Alliance will also contribute to advancing **Sweden’s Feminist Foreign Policy** and its Action Plan.⁴ Through MenEngage Alliance’s pioneering work on knowledge and evidence generation, collection of promising practices, and advancing understanding of gender-transformative work with men and boys, the Alliance will contribute to the Foreign Service’s objective to “include an assessment of how masculinity and femininity norms are constructed and change in relevant contexts”.

In particular, MenEngage Alliance contributes to Sweden’s Foreign Service endeavours to “prevent and combat gender-based and sexual violence”, including but not limited to GBV “perpetrated by terrorist groups”, “by identifying and addressing the root causes”, advocating for non-violent solutions to conflict in international forums such as the UN, and by “supporting both international and national/local actors, including civil society organisations working to counter violent extremism, radicalisation, recruitment and destructive masculinity.” Specifically, MenEngage Alliance contributes to Sweden’s objective to “involve men and boys in efforts to combat destructive masculinity.”

MenEngage Alliance has been serving **Sida’s vision of a vibrant and sustainable civil society**⁵ through building a network that is rooted at grass-roots level and supporting global, regional and national/local actors. Through its vast network of hundreds of civil society organizations and experts around the world, MenEngage Alliance supports Sweden in its ambition to “assessment of the actors and groups that have the greatest potential to influence gender equality efforts in the specific context” in which importantly “the role of men and boys as change agents will also be taken into account.” MenEngage Alliance supports the capacity strengthening of civil society organizations and activists and helps strengthen democratization processes through working with social movements, defenders of women’s human rights and justice, and future leaders.

⁴ Source of “quoted” texts: [Swedish Foreign Service action plan for feminist foreign policy 2015–2018](#)

⁵ http://www.sida.se/contentassets/a3dc882f93664d85bcde92d336f1a749/review-of-civil-society-support-modalities-at-sida-hq-and-swedish-embassies---final-report_3475.pdf

Chapter 1: Background and context

This chapter presents an introduction to MenEngage Alliance and a summary of our track record to date. To build the case for our work, we present an updated analysis of the context and current state of the field of work on men and masculinities within the broader objective to realize SRHRS, women's rights and gender justice for all. The chapter concludes with some key take-aways that inform MenEngage Alliance's strategic direction and development of our Theory of Change for the period 2017-2020.

1.1 About MenEngage Alliance

MenEngage Alliance is an **international network of civil society organizations (CSOs)** working with men and boys to promote health and well-being, reduce gender-based violence and discrimination, and realize gender justice for all, by challenging structural barriers to women's rights and gender equality. In partnership with women's rights and gender justice activists and organizations, the Alliance seeks to add value to existing initiatives, by bringing to the fore the relevance of **transforming masculinities resulting from patriarchal structures, and engaging men and boys in this work**. The Alliance plays a pivotal role in shaping the discourse and agenda of the "men and masculinities" work within the health, women's rights and gender justice field. In particular in the areas of **GBV prevention, advancing SRHR for all, redistributing unpaid care-work, and transforming masculinities in peace and security**.

Origin

In 2004 a small group of individual experts and civil society organizations working on men and masculinities within health, women's rights and empowerment, child rights and gender equality, came together with the vision to **create a space to connect, exchange lessons and promising practices, and facilitate collaborations**. Similar connections had been happening at local, country and regional levels for several years. As more people and organizations learned about this networking model, they started to form their own country and regional branches. A series of consultations led to the formalization of this space for exchange and collaboration as "MenEngage Alliance" in 2007, from where it grew into the largest international network of CSOs working on men and masculinities in health, women's rights and gender justice.

After this formative phase (A), a global steering committee was established and the network was subsequently co-hosted by several of its larger member organizations, including Promundo-Brazil, EngenderHealth, ICRW, and Sonke Gender Justice (phase B). MenEngage Alliance's approach, activities and partnerships continued to deepen and its governance structures were strengthened. The Alliance has grown in size and carved out a space for reshaping masculinities and engaging men and boys in the broader field of SRHR, women's rights and gender justice. The current phase (C, as of 2016) is marked by the institutionalization of the Alliance as a registered non-profit organization, serving as an engine in support of the Regional and Country networks, the broader membership, and our joint agenda. It includes the formation of a Global Board with key stakeholders and a full-time staffed Global Secretariat to anchor the work.

Men, Masculinities and Feminisms

The Alliance's work with men and boys stems from and honors the **pioneering work and ongoing leadership of women's rights and SRHR organizations and movements**. Our work is rooted in **feminist theory**, which places patriarchy as a system at the center of women's human rights violations and gender

inequalities. The Alliance stands in solidarity with the ongoing struggles for women's empowerment, health, equality and rights. **The Alliance is convinced that accountability to the women's movement and to other historically-oppressed social groups – including LGBTQI people - is critical for building collaborative and equitable partnerships.**

MenEngage Alliance refers to its work on “men and masculinities” from the full understanding of **transforming masculinities and engaging boys and men within the purview of realizing women's and girls' health, empowerment and rights, and gender justice for all.** Working with men and boys is never an end-goal in itself. We see this work as providing an added value to the joint struggle to end patriarchy, within the broader agenda of advancing people's health and well-being, human rights and social justice. MenEngage Alliance does not support, but takes a stand against, men and groups of men who are against women's rights and feminism (commonly referred to as “men's rights activists (MRAs)”.

Maturing and political agenda

The [Rio Declaration and Call to Action](#), the outcome of the 1st MenEngage Global Symposium in Rio de Janeiro Brazil in 2009, highlighted the importance of working with men and boys to achieve gender equality in all spheres of human rights and international development. This had never been done before and was endorsed by community organizations, faith-based and educational institutions, representatives of governments, NGOs and various UN Agencies.

The MenEngage Rio Declaration 2009 brought to attention that too many women, men and people of diverse gender identities live in **poverty and degradation**, and/or are forced to work in hazardous and inhumane conditions. This is increasingly creating a caveat between ‘haves’ and ‘have-nots’ and related vulnerabilities of women, girls and other marginalized groups across the world. Far too many women are poor, and in various daily realities and contexts the number of people in poverty is increasing. Yet, given the diversity among women and the specificity of each context, it seems more important to have a gender-aware approach to poverty than to generalize and simplify the problems.

The 2nd MenEngage Global Symposium, held in New Delhi in November 2014, marked the further maturing of the MenEngage Alliance's political stance, **placing patriarchy at the centre of our problem analysis, and deepening intersectional understanding of how gender interplays with matters of race, class, economic status, age, etc.** The gathering resulted in the [Delhi Declaration and Call to Action](#), which serves as the compass for MenEngage Alliance's mobilisation and political advocacy agenda, as well as for many others who have started to take up work with men and boys.

The Delhi Declaration 2014 furthermore reaffirms that reducing and redistributing of unpaid care work, equitable access to SRHR and other services for women, and creating enabling private and public

MenEngage Rio Declaration and Call to Action - 2009

Sexual and Reproductive Health and Rights

“Sexual and reproductive health and rights (SRHR) are largely considered a women's domain, leaving women and girls responsible for their own sexual health. Men often do not have access to sexual and reproductive health services, do not use such services and/or behave in ways that put themselves and their partners at risk. It is essential that we work with men and boys to fully support and promote the SRHR of women, girls, boys and other men, and that health services address issues of power and proactively promote gender justice. Such services should help men to identify and address their own sexual and reproductive health needs and rights. This requires us to advance sexual rights, including access to safe abortion, and to adopt positive, human-rights based approach to sexuality.”

The Alliance, as highlighted in the external evaluation report, has reached a stage with commendable levels of personal and institutional commitment and political maturity in navigating complex power dynamics. The Alliance has strengthened its relationships, mutual collaborations and interconnectedness between the different levels of the network and members.

MenEngage Alliance membership consists of many, if not most, of the leading voices on men and masculinities in the world, including practitioners, service providers, researchers, activists and donors. The Alliance brings together significant social capital to address the pressing development, rights, equality, health-outcomes and justice issues of our time, in partnership with other organizations and activists in the field. **MenEngage Alliance facilitates collaborative action across constituencies, to support gender transformative programming and policies** that are inclusive of a men and masculinities lens and how these factors influence people's health and well-being. MenEngage Alliance is the space where main actors meet, share information and promising practices, learn from and empower each other, and embark on partnerships for joint research, programming and advocacy. The Alliance plays a pivotal role in **agenda-setting on men and masculinities** – within a feminist discourse. Because of MenEngage Alliance's existence, work with men and boys in matters of health and well-being, women's rights, violence prevention, and gender equality for all has grown significantly in size and scope over the past decade. (see also "Track Record")

The Alliance currently connects over **700 CSOs**, (international) non-governmental organizations (I)NGOs), research institutions – and thousands of individual experts and change-agents worldwide, through its presence in around **70 countries** and organized through 6 regional and 38 country networks.



Regional Networks	Country Networks	Country Presence	At-large Members (not on the map)
1. Sub-Sahara Africa 2. Caribbean 3. Eastern Europe and Central Asia 4. Europe 5. Latin America 6. North America 7. South Asia	1. Argentina 2. Bangladesh 3. Botswana 4. Brazil 5. Burundi 6. Cambodia 7. Chile 8. Colombia 9. Costa Rica 10. DRC 11. El-Salvador 12. Ethiopia 13. Guatemala 14. Honduras 15. India 16. Kenya 17. Lebanon 18. Lesotho 19. Madagascar 20. Malawi 21. Mali 22. Mexico 23. Mozambique 24. Namibia 25. Nepal 26. Nicaragua 27. Pakistan 28. Paraguay 29. Peru 30. Rwanda 31. Sierra Leone 32. South Africa 33. Sri Lanka 34. Swaziland 35. Tanzania 36. Uganda 37. Uruguay 38. Zambia 39. Zimbabwe	1. Albania 2. Austria 3. Bosnia Herzegovina 4. Bulgaria 5. Canada 6. Croatia 7. Dominica 8. Finland 9. France 10. Germany 11. Grenada 12. Indonesia 13. Ireland 14. Jamaica 15. Kosovo 16. Kyrgyzstan 17. Macedonia 18. Moldova 19. Netherlands 20. Norway 21. Portugal 22. Russia 23. Serbia 24. Spain 25. St. Lucia 26. Sweden 27. Switzerland 28. Trinidad and Tobago 29. United Kingdom 30. USA	1. Advocates for Youth 2. African Men for Sexual Health and Rights (AMSHer) 3. ATHENA Network 4. Breakthrough 5. CARE International 6. EngenderHealth 7. International Planned Parenthood Federation (IPPF) 8. Promundo 9. Save the Children Sweden 10. Sonke Gender Justice 11. White Ribbon Campaign 12. Women's International League for Peace and Freedom (WILPF)

Priority issues

MenEngage Alliance members collaborate, push the field and shape the discourse around a number of key issues where gender inequalities and injustices directly affect the lives of women and men. These are topic areas in which MenEngage members exchange ideas and carry out joint programming and advocacy activities:

- ✓ Ending **violence against women and girls**
- ✓ Promoting **sexual and reproductive health and rights (SRHR)** for all
- ✓ Increasing **HIV and AIDS** prevention and treatment
- ✓ Combating **homophobia/transphobia** and advocating for **LGBTI rights**
- ✓ Reducing all forms of **violence between and among men and boys**
- ✓ Preventing **child sexual exploitation, sexual abuse and trafficking**
- ✓ Supporting men's positive involvement in **maternal and child health**, as **fathers or caregivers**

Core-roles and added value

Within the field of men and masculinities in women's rights and gender justice, MenEngage Alliance fulfills core-roles through its work at global, regional and country levels, with significant value-additions to the work of members and the broader field and its results:

- ✓ Convening MenEngage members and partners, constituting the field of policy and practice on men and masculinities in SRHR, women's rights and gender justice and creating spaces for members and partners for dialogue and learning, through the organization of global symposia, regional colloquia, regional and country network meetings and trainings;
- ✓ Supporting collection of evidence from MenEngage members and partners on promising practices, facilitating flow of information and strengthening knowledge development of members and partners, i.e. being the "go-to" source on information about men and masculinities within SRHR, women's rights and gender justice;
- ✓ Supporting the development of joint programs and initiatives by members and partners, and uptake by governments and service providers, including through supporting piloting among members, scaling-up, and/or institutionalization of the work on men and masculinities within SRHR, women's rights and gender justice;
- ✓ Leveraging members' thought leadership through facilitating joint agenda setting and organizing joint policy advocacy, influencing global discourses and policies to include men and masculinities in gender transformative programming and policies at global, regional and national levels;
- ✓ Facilitating collaborations among members and partners based on fair, accountable and democratic leadership structures and strategies among members and partners at the global, regional and country levels;
- ✓ Supporting the advanced recognition of members and partners to women's rights and SRHR organizations and advocating for balanced funding, through responsible engagement of men and boys in advancing SRHR, women's rights and gender justice.

Strengthening connectivity and collaborative action

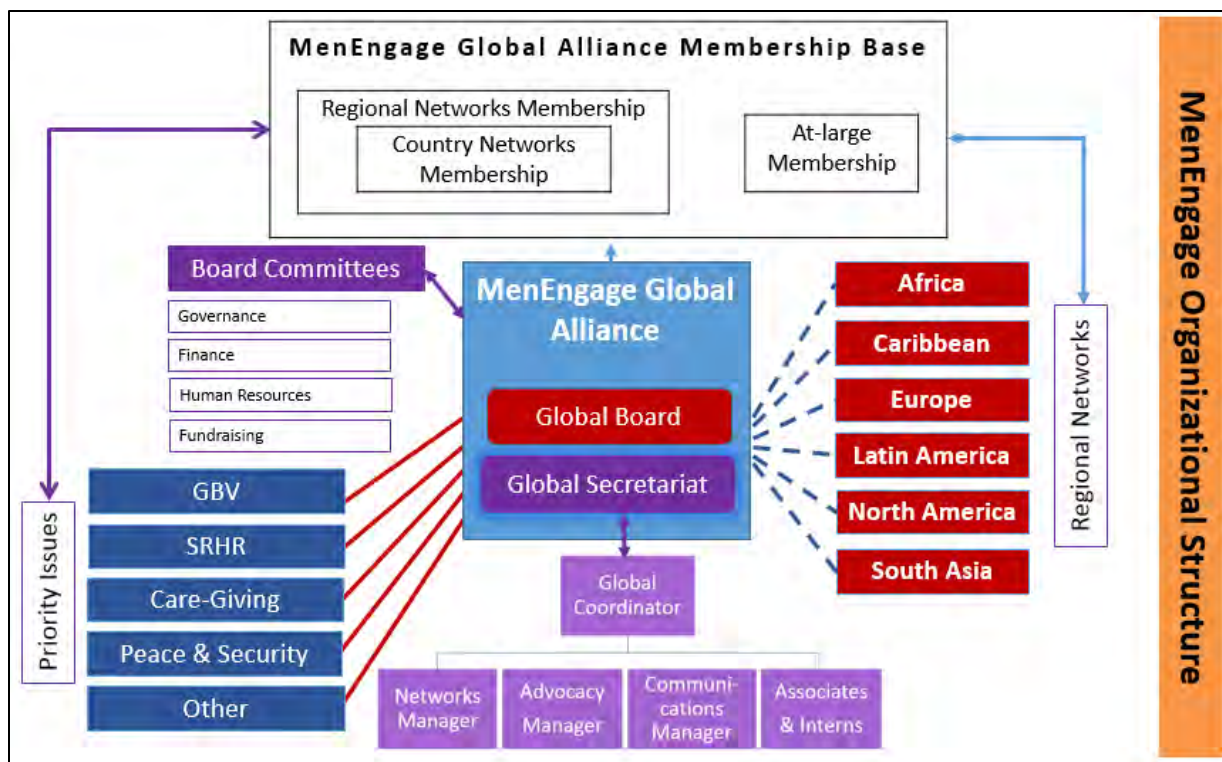
In today's globalized world, MenEngage Alliance believes that issues obstructing people's health and well-being are interconnected and better tackled through collective action. Well connected social justice networks, like MenEngage Alliance, **built on the principles of shared leadership, dialogue, and**

collaboration can create a force larger than the sum of its parts and lead to lasting, transformative change. MenEngage Alliance brings together diverse actors pursuing a common purpose, enabling them to leverage their collective skills, expertise and resources to expand our impact and accelerate change.

Supporting contextualized grassroots organizing

MenEngage Alliance is a **decentralised network**. We understand that while the challenges we face in the world today have many common denominators, a deeper understanding of the issues and the development and implementation of effective strategies and activities that can help address them, requires **contextualized expertise and implementation**. We therefore value regional and country-specific priorities and activities, and we strive to bring them together at an international level. Each regional network has a regional steering committee (SC) and a regional coordinator, identified through democratic processes. As at the global level, the intent is to create **democratic, participatory structures at regional and country levels** in keeping with MenEngage Alliance's guiding principles. The activities of MenEngage regional networks are set by the region, and may extend beyond, or be more limited than, the roles of the Global Alliance, which further informs the global joint collaborations and advocacy efforts.

Figure 1: MenEngage Global Alliance Organogram



A global engine

A participatory process was conducted in recent years to identify the most suitable long-term operating model for the Alliance, in order to best represent its identity as a decentralized, membership-based network, informed by democratic governance principles and mechanisms. With the support of Sida, in 2013 a **MenEngage Global Secretariat** was established. Its full-time staff see to the coordination and implementation of the Alliance's Global framework and strategies. An outcome of a three-year in-depth

consultative process with the MenEngage Alliance membership, in January 2016 the MenEngage Global Alliance was registered as a non-profit organization in the United States. MenEngage Global Alliance is a pivotal mechanism to anchor, support and bring together the work of members and partners around the world. **MenEngage Alliance remains a membership-based network in spirit and in practice, working to empower the membership and facilitate joint action.**

1.2 Context analysis

State of SRHR, women's rights and gender justice

The situation of women and girls in the world has improved in recent decades, and with it has come progress toward gender equality, SRHR, women's empowerment, and the fulfillment of women and girls' human rights. Maternal mortality rates worldwide have fallen 45 percent since 1990⁶; primary school enrollment gaps between boys and girls have all but disappeared⁷; and women hold 30 percent or more of the seats in at least one house of the national legislature in at least 46 countries⁸. By several measures there is cause to be optimistic as the era of the Sustainable Development Goals (SDGs) begins. But other trends show regressions that are deeply worrying. In this section we point to some of the trends in women's rights and gender justice, with special attention for the priority issues of MenEngage Alliance. In each we look into the roles of men and boys and how their attitudes, roles and responsibilities are shaped as a result of social norms on manhood (masculinities). These are generalized descriptions, which are subject to local realities, and may differ among men and boys depending on their age, ethnicity, class, level of education, etc.

Sexual and Reproductive Health and Rights (SRHR)

Around the world women and girls continue to lack access to sexual and reproductive health services and are denied their sexual and reproductive rights. 225 million women in developing countries have unmet needs for modern contraceptives⁹, every year 290,000 women die from pregnancy related causes in developing countries¹⁰, and 47,000 women die from unsafe abortion¹¹ each year. For women aged 15-44 years, HIV/AIDS is the leading cause of death worldwide, with unsafe sex being the main risk factor in developing countries¹², and 26% of the 1.5 million pregnant women living with HIV receive antiretroviral therapy to protect their health and prevent the transmission of HIV to their newborns¹³. Comprehensive sexuality education (CSE) is badly needed in nearly every region: globally, 36 percent of young men and 28 percent of young women (15-24) possess accurate knowledge of HIV prevention and transmission¹⁴, and 19 per cent of girls in developing countries become pregnant before they turn 18¹⁵.

⁶ United Nations (2015) *Millennium Development Goals and Beyond*:

[http://www.un.org/millenniumgoals/2015_MDG_Report/pdf/MDG%202015%20rev%20\(July%201\).pdf](http://www.un.org/millenniumgoals/2015_MDG_Report/pdf/MDG%202015%20rev%20(July%201).pdf)

⁷ United Nations (2014) *Millennium Development Goals Report*:

<http://www.un.org/millenniumgoals/2014%20MDG%20report/MDG%202014%20English%20web.pdf>

⁸ Ibid

⁹ WHO Factsheet 2016, <http://www.who.int/mediacentre/factsheets/fs351/en/>

¹⁰ Guttmacher Institute and UNFPA, December 2014, <https://www.guttmacher.org/sites/default/files/factsheet/fb-addingitup2014.pdf>

¹¹ Ibid., 12 (WHO)

¹² WHO Factsheet on Women's Health, 2013 <http://www.who.int/mediacentre/factsheets/fs334/en/>

¹³ Guttmacher Institute and UNFPA (2014), <https://www.guttmacher.org/sites/default/files/factsheet/fb-addingitup2014.pdf>

¹⁴ Draft resolution submitted by the President of UNGA "Political Declaration on HIV and AIDS: On the Fast-Track to Accelerate the Fight against HIV and to End the AIDS Epidemic by 2030", UNGA 70th Session, June 2016

¹⁵ UNESCO (2015) *Emerging Evidence, Lessons and Practice in Comprehensive Sexuality Education: A Global Review*: https://www.unfpa.org/sites/default/files/pub-pdf/CSE_Global_Review_2015.pdf

Throughout the world, SRHR are largely considered the sole responsibility of women, and many men neglect the SRHR needs of their partners and their families, as well as their own. Social norms around masculinity promote risky sexual behaviors and discourage boys and men from taking care of themselves by accessing health services. Engaging and educating boys and men around their own and their partners' sexual and reproductive health is essential to reduce the burden of SRH on women and girls, and prevent STIs and unwanted pregnancies. Importantly, men and boys need to take responsibility by being engaged as allies and activists for the realization of SRHR for all.

In the last 22 years since the ICPD Programme of Action called for the involvement of men as essential for achieving gender equality and addressing sexual and reproductive health, the work on male involvement has evolved to include research and programming on masculinities in the context of SRHR. The work on male involvement and masculinities is gaining traction in the health and development policy agendas, including the SDGs. SRHR research has examined how male involvement or engagement of men and boys or addressing masculinities affects family planning, maternal and child health, HIV and prevention of violence against women outcomes. Some topics of SRHR have gotten more attention when it comes to masculinities and male involvement (such as HIV/AIDS) and others less (for example men's roles in supporting safe and legal abortion, men's contraceptive use).

VAW, GBV and gender-based discrimination

Violence against women and girls remains unacceptably high. Worldwide, almost one-third (30 percent) of all women who have been in a relationship have experienced physical and/or sexual violence by an intimate partner, and in some regions the percentage is much higher¹⁶. Of all women who are victims of homicide globally, almost half were killed by intimate partners or family members, compared to less than six percent of men¹⁷. At least 200 million girls and women have been subjected to female genital mutilation/cutting¹⁸; one third of girls in the developing world are married before the age of 18¹⁹; and around 120 million girls worldwide have experienced rape or other forced sexual acts at some point in their lives²⁰. Rape persists as a weapon of war: a 2011 report estimated that 48 women are raped every hour in the Democratic Republic of Congo, and during Liberia's 13-year civil war 92 percent of women interviewed in a government survey reported having experienced sexual violence, including rape.²¹

Men and boys constitute majority of the perpetrators of all VAWG/GBV, even as they themselves are harmed by it. Around the world, rigid gender norms socialize men and boys to respond to conflict with violence and to dominate their partners and others in their lives. Furthermore, gender norms and social constructs around masculinities are at the root of discrimination and violence against LGBTQI people and widespread homophobia, in particular among men and boys. The violence faced by LGBTQI population is

¹⁶ World Health Organization (2016) *Violence Against Women Factsheet*:

<http://www.who.int/mediacentre/factsheets/fs239/en/>

¹⁷ UN Office on Drugs and Crime (2014) *Global Study on Homicide 2013*:

https://www.unodc.org/documents/gsh/pdfs/2014_GLOBAL_HOMICIDE_BOOK_web.pdf

¹⁸ UNICEF (2016) *FGM/C Prevalence Among Girls and Women Aged 15 to 49 Years*:

<http://data.unicef.org/child-protection/fgmc.html>

¹⁹ International Center for Research on Women, *Child Marriage Facts and Figures*:

<http://www.icrw.org/child-marriage-facts-and-figures>

²⁰ UNICEF (2014) *Hidden in Plain Sight: A Statistical Analysis of Violence Against Children*:

http://files.unicef.org/publications/files/Hidden_in_plain_sight_statistical_analysis_EN_3_Sept_2014.pdf

²¹ UN Office of the High Commissioner for Human Rights, *Rape: Weapon of War*:

<http://www.ohchr.org/en/newsevents/pages/rapeweaponwar.aspx>

usually driven by a desire to punish individuals who do not fit in the rigid gender-box.²² There is thus an urgent need to better understand the root causes of gender-based violence in order to be able to work with men and boys to transform the social norms that perpetuate it. For example, a frequent contributing factor to men's perpetration of GBV is having experienced or witnessed violence while growing up²³, indicating that the effects of GBV on boys and men must also be addressed to break the cycle of violence.

Women's economic empowerment and sharing of unpaid care

Women make up 40 percent of the global formal workforce, yet on average earn 24 percent less than men²⁴. Many women in developing countries remain in low-value and informal work. Throughout the world, women and girls continue to spend 2-10 times more time than men and boys on unpaid care work such as care for children, the elderly and the sick, and household or domestic activities²⁵. Worldwide, women and girls are largely unable to own land or property, are subject to inequitable family and personal status laws, and hardly have a voice in public decision making. The uneven distribution of opportunities and ownership limits women's independence, and the unequal distribution of unpaid care limits women and girls' time for other pursuits such as education, paid work, or political participation, relegating them to low-income and insecure employment²⁶.

In order to advance women's economic empowerment, it is essential to examine and transform the social norms surrounding the gendered division of labor, and to engage men and boys in their responsibilities to take up their share of caregiving and domestic work. Equal sharing of responsibilities is the right thing to do. Research furthermore shows that men who are relatively more active in caring roles are healthier, happier and less violent, as well as that positive male parental involvement increases the likelihood that sons will grow up to be more gender-equitable and involved fathers, and daughters to be empowered²⁷. There is furthermore a need to accompany work with men and boys by efforts to address systematic barriers to caregiving, by adopting policies that recognize, reduce and redistribute unpaid care work. The lack of provision of public services, infrastructure, and social protection policies are a leading causes of the unequal division of paid and unpaid labor. For example, paid parental leave policies are key enablers for people to have families, and when these include paternity leave, they encourage men's caregiving and support to transform deeply rooted societal attitudes around caregiving, promote greater equality in the household, workplace, and society as a whole.²⁸

Gender, conflict and peace-building

Since the adoption of UNSCR 1325 there has been some progress on attention for women's needs and participation in conflict resolution and peacebuilding. Though the participation of women in formal peace processes has been inching up, a study of 31 major peace processes between 1992 and 2011 revealed

²² Annual report of the United Nations High Commissioner for Human Rights and reports of the Office of the High Commissioner and the Secretary-General, Follow-up to and implementation of the Vienna Declaration and Program of Action, Human Rights Council-29th Session, 4 May 2015:

http://www.ohchr.org/EN/HRBodies/HRC/RegularSessions/Session29/Documents/A_HRC_29_23_en.doc

²³ Barker, G., J.M. Contreras, B. Heilman, A. Singh, and R. Verma (2011) *Evolving Men: Initial Results from IMAGES Survey*. Men+ Gender Equality Policy Project, International Center for Research on Women (ICRW) and Promundo.

²⁴ Levto R, van der Gaag N, Greene M, Kaufman M, and Barker G (2015). [State of the World's Fathers: A MenCare Advocacy Publication](#). Washington, DC: Promundo, Rutgers, Save the Children, Sonke Gender Justice, and the MenEngage Alliance.

²⁵ Ibid.

²⁶ Ferrant, G., Pesando, L.M., and Nowacka, K. (2014), ["Unpaid Care Work: The missing link in the analysis of gender gaps in labour outcomes"](#) OECD Development Center

²⁷ Ibid, 18

²⁸ Hassink, A., Barker, G. and Levto R. (2016), "The MenCare Parental Leave Platform", MenCare Campaign

that only 9 percent of negotiators were women²⁹. Furthermore, the current implementation of the women, peace and security (WPS) agenda is often translated as “making war safer for women” rather than being about preventing crises, conflict and war. The agenda thus largely fails to challenge the underlying gender norms that fuel violent conflict.

Research tells us that socially-constructed gender norms which associate masculinity with power, violence and control play an important role in driving conflict and insecurity worldwide³⁰. It appears to be crucial therefore to engage men and boys in gender norms transformation in order to reduce their susceptibility to violence and extremism and prevent conflict worldwide. Furthermore, the institutions of war and the people who hold power are highly masculinized: war is built on the mobilization of men’s bodies to fight. Men and boys, together with women and girls, need to be supported to better understand these dynamics and be resilient to political strategies that harm them. In 2015 the total global cost of violence and conflict around the world was US \$13.6 trillion, more than US \$1,800 per person on the planet³¹. There is urgent need, and opportunity, for this money to be redirected towards investments in gender equality, health and poverty reduction.

Patriarchy, intersectionality and shrinking democratic spaces

Amplifying the critical importance of these trends is growing evidence³² that gender inequality inhibits sustainable development as much as any structural barrier³³. Moreover, gender inequalities intersect with other inequalities based on race, age, class, ability, ethnicity, nationality, religion, sexual orientation and gender identity, making the lives of millions of people even more challenging. These negative trends combined with current development challenges such as conflict-enforced migration, economic injustices and climate change, inhibit the fulfillment of human rights. These intersecting inequalities marginalize hundreds of millions of people around the world to realize their social, political and economic potential. The mix of local realities and how they influence results differ from context to context – yet from a feminist analysis it is beyond doubt that **underlying these realities is a system that maintains rigid gender norms and heterosexual privilege and the status quo of power, i.e. patriarchy.**

On the strength of this cumulative evidence, the case for working pro-actively on SRHR, women’s rights and gender justice for all has never been stronger. Yet, recent years have seen a disconcerting global trend: shrinking of civil society spaces and resources, and increased criminalization of dissent. While SRHR, women’s empowerment and gender equality are more on the agenda than ever (including as SDG 5 and 3 in Agenda 2030) women’s human rights defenders³⁴, LGBTQIA activists³⁵, SRHR activists and their organizations have been subject to targeted attacks³⁶ and have seen their access to direct funding decrease. There is thus all the more need for MenEngage Alliance to be part of broader movement

²⁹ Castillo Diaz and Tordjman (2012), [Women’s Participation in Peace Negotiations: Connections between Presence and Influence](#), UN Women

³⁰ Wright, H., (2014), [“Masculinities, conflict and peacebuilding: Perspectives on men through a gender lens”](#), SAFERWORLD

³¹ UN Women (2016), [Facts and Figures: Peace and Security](#) & [UN Secretary-General’s remarks](#) at the Peacebuilding Fund Pledging Conference (2016)

³² Evidence is referred to as including research as well as tacit knowledge. This includes promising practices and lessons learned which are consolidated and documented from the experiences and knowledge of practitioners and their activities in their specific contexts.

³³ World Bank Group (2014) [Voice and Agency: Empowering Women and Girls for Shared Prosperity](#)

³⁴ OHCHR (2010), Report of the Special Rapporteur on the situation of human rights defenders, Human Rights Council 16th Session

³⁵ OHCHR (2015), Annual report of the United Nations High Commissioner for Human Rights and reports of the Office of the High Commissioner and the Secretary-General, [Follow-up to and implementation of the Vienna Declaration and Program of Action](#), Human Rights Council-Twenty-ninth Session, 4 May 2015:

³⁶ Women’s Rights and Gender Section, OHCHR (2014), One Pager on [the Situation of Women Human Rights Defenders](#)

building and solidarity. This includes holding the international community to account for the on-paper recognition of the need for targeted and appropriate resources to support civil society to fulfill their independent monitoring roles and to enable them to reach people in need in areas where governments, UN-agencies and the private sector can't.

State of the men and masculinities work field

With a shift in focus from “women in development” (WID) to “gender and development” (GAD), attention for the socially constructed differences between men and women increased, and with it recognition of the need to understand and challenge existing gender roles and relations. Despite these developments in theory, in practice gender analysis in policies and programs tends not to go beyond women and girls. As a result, continuing to neglect dynamics of power and privilege, and how gender plays out in the lives of men and boys – to the detriment of women and girls, and men and boys themselves. This section aims to further elaborate on the importance of a “men and masculinities” lens within a comprehensive gender analysis, with the purpose to advance SRHR, women’s rights and gender justice.

Men, masculinities and gender analysis

Rigid gender norms about appropriate attitudes and behaviour of men and women across the world are related to boys’ and men’s acceptance and use of “power-over” women and girls, and gender inequality more generally³⁷. Notions around manhood (“masculinities”) encourage boys and men to engage in high risk behaviours, condone violence against women, grant men the power to initiate and dictate the terms of sex, and make it difficult for girls and women to protect themselves from STIs or violence and to seek health and other services. Gender norms can be harmful for men’s own health and wellbeing, including mental health³⁸, making them vulnerable to violence and less likely to seek health services when needed.

Importantly, existing notions of masculinities are not merely oppressive towards women and girls but also towards other boys and men. Current gender analysis often paints boys and men as a homogenous group, leading to overly simplistic views of men as perpetrators of violence, or ‘the problem’, and failing to acknowledge the diversity that exists among men. While men as a group benefit from the association of masculinity and privilege and hold greater power than women, not all men are powerful. Many men are marginalized and subordinated to other men – and sometimes women - by traditional power structures, based on race, age, class, nationality,

Gender norms, SRHR, men & masculinities

SRHR work on male involvement and men’s sexual and reproductive health happens through various entry points, which support the better understanding of the interplay between masculinities and health – for women and girls, children, and men and boys themselves.

Such entry points include addressing gender socialization among adolescent boys and girls; STI prevention and management; male involvement in PMTCT; and prevention of violence against women.

MenEngage Alliance’s work to understand and share knowledge about men’s and boys’ socialization and roles in specific contexts, to gather promising practices, and to set agendas for the engagement of men and boys in addressing a variety of related issues, contributes to advancing SRHR, women’s rights and gender justice for all.

³⁷ Barker, G., J.M. Contreras, B. Heilman, A. Singh, and R. Verma (2011) *Evolving Men: Initial Results from IMAGES Survey*. Men + Gender Equality Policy Project. International Center for Research on Women (ICRW) and Promundo; Fleming, P.J., G. Barker, J. McCleary-Sills and M. Morton (2013) ‘Engaging Men and Boys in Advancing Women’s Agency: Where We Stand and New Directions’. Gender Equality & Development, World Bank; Peacock, D. and G. Barker (2012)

³⁸ Ibid.; Y. Joel Wong, Moon-Ho Ringo Ho, Shu-Yi Wang, I. S. Keino Miller, (2016), *Meta-Analyses of the Relationship Between Conformity to Masculine Norms and Mental Health-Related Outcomes*, *Journal of Counseling Psychology*; DOI: 10.1037/cou0000176

religion, health status, sexual orientation or gender identity. Examining men's varying and often contradictory experiences of power can help us understand the factors that contribute to men's use of violence and other gender-inequitable behaviour, as well as men's own vulnerabilities. And enable us to see beyond individual attitudes and behaviors to identify the multiple systems of oppression (patriarchy).

Equating masculine power with male sexual identity masks the complexities of dominance and subordination between men and women and among men. This exploration is critical if boys and men are to internalize and see women's rights and gender equality not only linked to justice for women and girls but with ramifications that also involves their own wellbeing. When paired with recent demographic and economic/political trends – growing urbanization in developing countries, high rates of unemployment, alcoholism and drug abuse, susceptibility to radicalism among them – they often fuel even greater spikes in violence and other gender-inequitable behaviours. It is critical, therefore, that men and boys be made aware of how gender norms affect them – their health, their relationships – so that they are mobilized as genuine change agents for gender justice.

Evidence of change in men and boys' attitudes, roles and responsibilities

During the past decades academic and action research on men and masculinities has gained recognition as an interdisciplinary field of academic inquiry. A number of research organizations have emerged within academic Institutions and as independent NGOs. Many of them are affiliated with MenEngage Alliance, and there have been partnerships to connect and disseminate evidence. These developments have led to the creation of numerous tools, materials and resources which inform current activism, programs and advocacy efforts on men and masculinities in SRHR, women's rights and gender justice, and has created spaces for inter-disciplinary researchers, practitioners and activists to come together. (Also see "Track Record".)

Some of this evidence suggests that there is potential for individual change among men and boys. Their agency can contribute to changing the patriarchal systems around them and of which they are part. A longitudinal analysis of Demographic and Health Survey (DHS) data from 15 low- and middle-income countries during the first decade of the 2000s found significant increases in the percentage of men who rejected justifications of violence against women³⁹. Findings from the International Men and Gender Equality Survey (IMAGES) also point to a generational shift: younger men and men with higher levels of education (completed secondary education and above) showed more support for gender equality, less use of violence and higher rates of participation in care work. Evaluations of well-designed projects and programs aimed at men and boys have shown positive impacts on the well-being of women and girls⁴⁰, and of men and boys themselves, and marked attitudinal and behavioural changes⁴¹ among boys and men towards women's rights and gender equality⁴².

³⁹ MenEngage Alliance, UN Women and UNFPA (2014), 'Men, Masculinities, and Changing Power: A Discussion Paper on Engaging Men in Gender Equality from Beijing 1995 to 2015'

⁴⁰ Lundgren, R., & Amin, A. (2015), Addressing Intimate Partner Violence and Sexual Violence Among Adolescents: Emerging Evidence of Effectiveness, *Journal of Adolescent Health*, Volume 56, Issue 1, Pages S42-S50

⁴¹ The Global Women's Institute and International Rescue Committee. (2016) Evidence brief: What works to prevent and respond to violence against women and girls in conflict and humanitarian settings? Washington DC: George Washington University and London: IRC.

⁴² Ricardo, C., Eads, M., & Barker, G. (2011). Engaging boys and young men in the prevention of sexual violence: A systematic and global review of evaluated interventions. Pretoria: South Africa: Oak Foundation.

The 'Engendering Men: Evidence on Routes to Gender Equality' (EMERGE, 2015-2016 – see box) project has played a critical role in reviewing existing research and evidence on working with men and boys to promote gender equality. It concludes that strategies shown to be effective in changing gender attitudes and practices include a combination of peer education on masculinities, mobilizing male advocates, large-scale media programs, workplace initiatives and community-based activities that aim to change discriminatory norms in relations to gender inequality. It recommends that a gender transformative policy framework should acknowledge the varying roles played by both men and women, link gender inequality with other forms of social inequality, and use a wide range of approaches that seek to transform not only individual attitudes but communities, institutions and policies. In order to achieve this, community and institutional level change, the report highlights the need to support alliance building and collective action across organizations, activist networks, and services. The review also called for increased accountability to women's movements to ensure strategies that guard against male protectionism or the reinforcement of male supremacy.

Recognition of men's and boys' roles and responsibilities in international policies

In the past two decades, governments, UN agencies and CSOs in global norm-setting and policy-making spaces have shown considerable recognition of the need to engage men and boys in women's rights and gender equality, and have increasingly included engagement of men and boys in their policies. From the 1994 ICPD Programme of Action and the Beijing Declaration and Platform for Action (1995), to Secretary General Ban-Ki Moon's statement at the 2009 MenEngage Global



Sex, Health and Rights

"Hegemonic norms of masculinity typically encourage men to use sex to demonstrate their masculinity, often in risky and unsafe ways, and promote ideas of men as invulnerable, which can make them hesitant to seek help for their sexual and reproductive health needs and/or from being involved in their partners' SRH.

There has been a growing recognition of the gender and social constructs that influence men's sexual attitudes and behaviours, and the need to hold men accountable for the choices and decisions they make in their sexual lives given the impact of men as individuals, social gatekeepers and family members on their own and women's sexual and reproductive health. In addition, there has been a recent impetus towards increasing men's utilisation of SRH services and meeting their SRH needs, including addressing specific barriers men themselves often face in accessing SRH facilities – reflecting the view that greater SRH-seeking behaviour among men is not only good for men's health, but also for the wellbeing of their partners and families.

However, regarding men as a new client group for existing women's SRH services is not enough in itself to challenge the gender norms that hinder large scale and sustainable change in SRHR. A narrow focus on service delivery also fails to acknowledge how issues of sexuality, social relationships, and gender roles shape men and women's SRH. A more comprehensive approach to men's health and sex also acknowledges the positive role men can play as advocates in supporting women's SRH and in transforming norms of masculinity that constrain reproductive health and rights for everyone.

Key areas of concern regarding this approach are how to promote the SRH of men and boys in ways that advance gender equality and women's empowerment [...], as well as how the SRH needs of men can be considered in related policy, programming, and structural interventions. [...]"

Source: [EMERGE resources and research on SRHR](#).

Symposium on Engaging Men and Boys, and UN Women's Phumzile Mlambo-Ngcuk's speech at the 2nd MenEngage Global Symposium in 2014: a great deal of support for this work with men and boys has been expressed within the United Nations system.

Landmark agreements that continue to shape the agenda include the International Conference on Population and Development (ICPD, 1994 – see box on next page), the Beijing Platform for Action (1995), and the outcomes of the annual United Nations Commission on the Status of Women (CSW). International human rights treaties and bodies, such as CEDAW, have also recognized the roles of men and boys in achieving women's rights and gender equality. These early inclusions of language on men and boys' roles relate particularly to preventing and eliminating discrimination and violence against women, including access to quality, safe and legal services for sexual and reproductive health issues for women and girls, including addressing HIV/AIDS.

Over the years that followed, attention for 'engaging men and boys' has increased and language in UN agreements and guidelines have improved. MenEngage Alliance and members have played significant role in making these changes happen. (See "Track Record") Most notably in the outcomes of CSW, which contain stronger language on transforming underlying social norms, unequal power relations and traditional beliefs and practices that lead to gender-based violence and discrimination of women and girls. More recently, Agenda 2030 and the Sustainable Development Goals (SDGs) have become a landmark agreement for women's rights and gender equality. MenEngage Alliance has advocated since the earliest negotiations, and the framework recognizes the need to address the roles of men and boys in achieving gender equality. The SDGs include targets on MenEngage Alliance's priority issues, including the elimination of discrimination and violence against women and girls, on redistribution of unpaid care-work, and on achieving universal sexual and reproductive health. The SDG framework does have significant gaps however, such as the absence of sexual rights, LGBTQI rights, and access to safe and legal abortion. Ensuring that governments and the UN address these gaps, as well as the need to implement and achieve the goals and targets that were agreed, makes continued advocacy essential.

From "Why" to "How"

As the need to engage men and boys in gender equality has become more accepted, the conversation has shifted from the 'Why' to the 'How'. Despite international commitments and growing indications that

The ICPD Programme of Action establishes the mandate and reflects a global consensus on viewing gender relations as the backdrop for SRH as well as population and development.

The Programme of Action calls on leaders to "...promote the full involvement of men in family life and the full integration of women in community life," ensuring that "men and women are equal partners" (United Nations, 1994b, paras. 4.29, 4.24).

It notes that "Men play a key role in bringing about gender equality since, in most societies, men exercise preponderant power in nearly every sphere of life.... The objective is to promote gender equality ... and to encourage and enable men to take responsibility for their sexual and reproductive behaviour and their social and family roles." Source: United Nations (1994b), ICPD Programme of Action, paras. 4.24, 4.25.

It goes on to call for action: "[s]pecial efforts should be made to emphasize men's shared responsibility and promote their active involvement in responsible parenthood, sexual and reproductive behaviour, including family planning; prenatal, maternal and child health; prevention of sexually transmitted diseases, including HIV; [and] prevention of unwanted and high-risk pregnancies...." (United Nations, 1994b, para. 4.27).

Source: *Engaging Men and Boys: A Brief Summary of UNFPA Experience and Lessons Learned*. 2013.

there can be positive impacts of engaging men and boys and transforming masculinities to advance women's rights and gender justice, **most initiatives with men and boys continue to be small-scale and short-term**. Furthermore, there is risk involved when initiatives that do work with men and boys are **neither feminist-informed nor gender transformative**. Such initiatives have yet to increase in uptake and reach significant numbers of men and boys. Furthermore, global commitments to engaging men and boys have not yet fully translated to national and local level policies, which generally continue to limit the understanding of "gender" as solely addressing the roles and responsibilities of women and girls. The majority of policies and programs thus lack nuanced analysis of the multiple roles of men and boys in gender-informed power inequalities and the roles they can play in transforming them, missing valuable opportunities to transform the very patriarchal system that is at the basis of gender injustices.

This brings us to the need to ensure that policies targeted at men and boys are both gender transformative in nature as well as informed by feminist approaches. **Recent knowledge-generation shows it is essential that work with men and boys is done critically, and tackles holistically the issue of male power and privilege as part of the process of transformation**⁴³. There is a need to ensure that equity, rights and justice remain central in the development agenda, and that the agenda fully challenges unequal power structures. International human rights frameworks such as CEDAW and the Human Rights Council (HRC), are increasingly recognizing that development cannot be discussed in isolation from human rights, gender equality and social justice. Thus there is a need and opportunity to continue targeting the UN development frameworks such as the SDGs, CSW and CPD; as well as to target binding international human rights agreements.

A number of concerns have emerged around the emerging attention for engaging men and boys in gender equality. These concerns are around insufficient recognition of women's rights movements' work; unbalanced attention, visibility and access of those actively working with men and boys; competition for limited resources; and inequalities between small- and large-scale organizing and activities. These concerns are furthermore related to the professionalization, dilution and de-politicization of feminist agendas, and linked to larger issues of development and activist work, which many of our civil society organizations are facing. For the road ahead of the work on men and masculinities, it is important to take these concerns into account and to address them as needed. In our experience, there is a lot of support among the women's rights and gender justice field on men and masculinities work, and many women's rights organizations have been carrying out this work for years. The concerns that have emerged underscore the need for continued dialogue with women's rights and other social justice movements and to ensure work with men and boys is truly gender transformative and done in collaboration with women's rights groups.

"Men and boys need to step up – and we need to support that"⁴⁴

It has become increasingly evident that - while there are many components necessary to fully achieve gender equality - challenging the structures, beliefs, practices, and institutions that sustain privileges and inequitable norms is essential. It is critical that boys and men be made aware of how gender norms affect themselves and others, and that they are mobilized to take action - so that they become genuine change agents for gender justice. The process of self-awareness, often intangible and tenuous, and constantly shifting, is a critical foundation for transformation. An essential challenge is to situate this work of

⁴³ Edström, J., Hassink, A., Shahrokh, T. and Stern, E. (eds) (2015) Engendering Men: A Collaborative Review of Evidence on Men and Boys in Social Change and Gender Equality, EMERGE Evidence Review, Promundo-US, Sonke Gender Justice and the Institute of Development Studies

⁴⁴ From MenEngage Alliance video: <http://menengage.org/film/>

engaging men and boys within the larger gender justice and women's rights movement, as well as other social justice movements, so that it contributes and forms part of this broader agenda.

1.3 MenEngage track record to date

This summary of MenEngage Alliances contributions focuses on the previous strategic period from 2013-2016. MenEngage Alliance believes that changes are a result of a confluence of actors and circumstances for which no single entity can claim full credit. Thus we seek to "contribute" to desired outcomes, acknowledging the importance of collaboration, rather than "attributing" them solely to our work. This approach is in line with our commitment to contribute to feminist movement-building, valuing the diverse work of other actors and the power of collaborative approaches.

Global convener

MenEngage Alliance with its members and partners has organized global, regional and national workshops, colloquiums and symposiums, which have played a crucial role in setting the agenda for gender-transformative approaches with men and boys, and have nurtured a sense of Community of Practice on men and masculinities within the broader feminist movement for gender justice. It has worked to mobilize increasingly larger groups of people, with diverse backgrounds and working in various sectors. Some of the highlights include:

The [1st MenEngage Global Symposium](#) (2009, Rio de Janeiro, Brazil) brought together 439 delegates from 77 countries and laid out the importance and urgency of engaging boys and men in transforming gender norms around masculinities. The [2nd MenEngage Global Symposium](#) (2014, New Delhi, India) brought together over 1200 people from 66 countries, and placed the work with men and boys more firmly in a gender-transformative approach, placing patriarchy at the root of the problem-analysis and transforming masculinities as a significant way forward. Over a third of the participants in the Delhi Symposium self-identified as representatives of women's rights organizations, and were thus part of shaping the sessions and the agenda that emerged from the event.

At the regional and country level, strategic events have brought together diverse stakeholders to analyze the state of the field in their own contexts, formulate collective agendas that are locally relevant, and build local partnerships. The MenEngage Regional Symposium in Sub-Saharan Africa (2009, South Africa) brought together 240 delegates representing 25 African countries and led to the [MenEngage Africa Declaration and Call to Action](#). The 5 regional [Colloquiums](#) in Latin America to date (2004, 2006, 2008, 2011, 2015) were co-organized by MenEngage Alliance members and partners in the region and brought together hundreds of participants from over 20 countries and has been pivotal in pushing forward the reflection, study and analysis of male identities and roles of men in contemporary society, particularly in Latin America region.

MenEngage Alliance was involved in the organization of the Youth Forum during the Status of Women at its 60th Session, in March 2016 in New York. This landmark event resulted into the [Youth Declaration](#) that was presented during the opening session of the CSW60. And the Alliance played a pivotal role in organizing the session "Engaging boys and young men in gender equality and addressing masculinities", including the setting-up of the "Task Force on Young Men and Gender Equality" within the Working Group.

Organizing these events and bringing together participants of UN agencies, governments such as of Sweden, Brazil and India, key donors including Sida, key INGO representatives, leading researchers in the

field, and hundreds of national and regional NGOs and CSOs, is a testament to the Alliance's capability as an international convener. These gatherings provide the spaces for dialogue and partnership building, joint agenda setting, building of joint programs and projects, and identifying areas for further research, which the field of men and masculinities in women's rights and gender justice builds on worldwide.

Agenda setting

MenEngage Alliance has played a key role in placing work with men and masculinities on the women's rights and gender justice agenda, and shaping the work forward. MenEngage's [Delhi Declaration and Call to Action](#) sets a benchmark for members, partners and the broader field on gender-transformative approaches to engage boys and men in relation to women's rights, sexual and reproductive health and rights (SRHR) – including HIV/AIDS, unpaid care and fatherhood, women-peace-security, LGBTIQ rights, among many others. It builds on the [Rio Declaration and Call to Action](#), which according to key stakeholders in civil society, governments and UN agencies has since 2009 functioned as their main guidance and advocacy tool in shaping the work with men and boys in their organizations and institutions. The Delhi Symposium built in the strategic effort to collect and disseminate knowledge and evidence crowdsourced from the experts and practitioners at the event, which has resulted in dozens of [knowledge products](#) in various regional and global languages, informing the field of practices and policy makers.

MenEngage Alliance has developed discussion papers which serve to push the work forward through updated analysis, while working through strategic partnerships to mobilize institutions integrating men and masculinities in their own work. For example, together with UNFPA we developed [Engaging Men, Changing Gender Norms: Directions for Gender-Transformative Action](#) (2013) and with UN Women we launched a discussion paper [Men,](#)



2nd MenEngage Global Symposium 2014
Men and Boys for Gender Justice
10-13 November 2014 | India Habitat Centre | New Delhi

MEN AND BOYS FOR GENDER JUSTICE: DELHI DECLARATION AND CALL TO ACTION

Engage Men as Supportive Partners, Clients and Positive Agents of Change in Sexual and Reproductive Health and Rights (SRHR):

“Throughout the world, SRHR are largely considered the sole responsibility of women. At the same time, many men neglect their own SRHR needs and those of their partners and their families. Men's lower use of SRH services, such as HIV testing and treatment, is a result of rigid gender norms as well as structural barriers, such as clinics that are ill-prepared to address male-specific health issues. As a result, not only are women and girls left to bear much of the burden of their own and their families' SRHR, but men's lack of involvement places expensive and unnecessary burdens on health-care systems. Interventions with men and boys around SRHR have been effective at increasing men's use of services, as well as their support and respect for their partner's SRHR. This involvement, in turn, improves the health of women, children and men themselves. Examples of specific policy areas and actions for engaging men as supportive partners, clients and positive agents of change in SRHR include:

- ✓ Promoting accessible sexual and reproductive health services and rights for women.
- ✓ Engaging men and boys in the transformation of rigid norms that shape sexual and reproductive health outcomes, and enabling them to seek information and services that address their own sexual and reproductive health needs.
- ✓ Providing comprehensive sexuality education that promotes critical reflection about gender norms, healthy relations, and power inequalities.
- ✓ Promoting men's and boys' shared responsibilities around sexual and reproductive behaviour and rights.
- ✓ Expanding the availability and use of male contraceptive methods and STI prevention.
- ✓ Creating spaces for men to take their share of responsibility in prenatal and child health services.”

[Masculinities and Changing Power](#) (2014), placing gender norms transformation and addressing male power and privilege more firmly at the heart of the agenda. In addition to these broad agendas, MenEngage Alliance supports members, partners and decision makers in their sector-based work by developing knowledge products that assess how male roles and responsibilities manifest and influence specific issues, and how a gender transformative approach with men and boys can contribute to change. These include briefings on [Men, Masculinities and Climate Change](#); [Sexual Violence in Conflict and Post-Conflict](#); and [Sports and the Making of Men: Transforming Gender Norms on the Playing Field](#).

Academic- and action-oriented research, including data and evidence collection, are key to inform joint agendas. MenEngage Alliance has contributed by creating an enabling environment for research collaborations and projects and by bridging the gaps between research, policy and practice. The research collaborations inform MenEngage Alliance and members and partners' work, ensuring it is evidence-based. For example, the International Men and Gender Equality Survey ([IMAGES](#)) is a method developed by Promundo, and has been implemented with MenEngage Alliance members in over 10 countries worldwide. MenEngage members provided inputs to the Engendering Men: Evidence on Routes to Gender Equality ([EMERGE](#)) project by the Institute for Development Studies (IDS, United Kingdom), and its results have been a key input to inform the Alliance's advocacy in recent years and the development of this MenEngage Global Alliance 2017-2020 program.

At the regional level, MenEngage Alliance members were involved in the development and implementation of the [UN Multi-Country Study](#) on Men and Violence in Asia and the Pacific, which was used to inform the project intervention and advocacy components of the Partners for Prevention programme. The MenEngage Africa Training Initiative ([MATI](#)) includes a strong focus on building research and M&E skills and the African network has provided many trainings on research and M&E to its 20-country network coordinators. In 2015, MenEngage Alliance partnered with the Center for the Study of Men and Masculinities (CSMM) at Stony Brook University, one of the universities to partner with HeForShe, to organize the [International Conference on Men and Masculinities](#) in New York. The event brought together academics with activists and contributed to the visibility and discussion on men and masculinities within a broader New York-based and international circle.

MenEngage Alliance plays a key role to support members and partners in jointly shaping and implementing campaigns and other targeted interventions towards common goals. MenEngage Alliance members were at the heart of the creation of [MenCare Campaign](#), a global fatherhood initiative coordinated by Promundo and Sonke and implemented by organizations in 40 countries on five continents. This reach has in part been channeled through MenEngage Alliance through work by and with our members and partners. MenEngage Global Alliance has a seat on the Steering Committee, together with the coordinating organizations and Save the Children. The recent [State of the World's Fathers](#) report (2014) is the world's first report to provide a global view of the state of men's contributions to parenting and caregiving.

The Alliance played an influential role in the establishment of the United Nations [Men's Network](#) as part of the [Unite to End Violence Campaign](#), and several MenEngage Alliance leaders are members of the network, acknowledging their pioneering role in the field. UN Women's [HeForShe campaign](#) was inspired by MenEngage Alliance and built with technical assistance from some members - although the MenEngage Alliance has also been critical of its framing and potential lack of action, and has played a pivotal role to mobilize experts to consult with UN Women in how to take the campaign forward in meaningful and impactful ways. In particular, at regional and country-levels, the campaign's implementation largely rests on MenEngage Alliance members and partners working with UN Women and other UN agencies, reaching

out to thousands of people in their own contexts, with ideas on what they can do to advance women's rights and empowerment.

Promoting accountable practices and equal partnerships

A key component of MenEngage Alliance's agenda setting and contribution to the broader field in recent years is the Alliance's strong focus on accountability to the women's rights as human rights agenda and emphasis on support to and joint work with women's rights and social justice organizations. With the increased interest in work with men and boys on the one hand, and the growth of some men's sentiments against women's rights (so-called "men's rights groups"), MenEngage Alliance has made it a priority to take a firm stand on what good-quality work with men and boys looks like: gender-norms transformative, feminist-informed, and in partnership with women's rights and other social justice partners. The external evaluation report 2016 highlights that *"the Alliance has had considerable success in establishing a myriad of civil society partnerships in order to support the global advocacy initiatives of women's rights, SRHR, LGBTQI and youth movements, and position itself as an ally to these movements"*.

MenEngage Alliance provides the support to members and partners to politicize their work with men and boys and place it firmly in a gender transformative agenda with women and girls. To this end MenEngage Alliance has developed [accountability standards and guidelines](#) and the [Accountability Training Toolkit](#) – available in English, Spanish, Russian and Swedish. MenEngage Alliance members attended the 3rd Conference of the Global Network of Women's Shelters in 2015, which led to the creation of a blog series on ["Accountability and Partnerships"](#) hosted on our website. The space has since served as a key platform for experts and practitioners to share their experiences with accountable practices. Another critical piece in this journey was the e-dialogue on Accountability and [Engaging Men and Boys in Gender Justice](#) which MenEngage Global Alliance organized in 2016. It mobilized over 100 civil society experts and practitioners and resulted in a knowledge product that explores theoretical and practical aspects of the work. This momentum was continued in the AWID Forum 2016 in Brazil, where MenEngage Alliance hosted daily meetings with participants on [Men, Masculinities and Feminisms](#). Members organized various sessions, contributing to the increased visibility and open dialogue about the work with men and boys in feminist settings.

MenEngage Alliance has built relationships with a range of key women's rights and social justice organizations and networks such as WILPF, the Women's Global Network for Reproductive Rights (WGNRR), Association for Women's Rights in Development (AWID), Women Thrive Alliance, the Women's Major Group to the UN, the Women's Rights Caucus at CSW and CPD, FHI360, etc. For example, MenEngage Alliance participated in the WILPF100 conference in 2015, and organized a panel on masculinities, peace and security. This led to a commitment from Madeleine Rees, Secretary General of WILPF and a global feminist leader, to work with MenEngage Alliance and join our Global Board. WILPF have since included a strong focus on transforming toxic masculinities in their international strategy and works with their members in 33 countries to roll this out. MenEngage Alliance in turn has strengthened its work on non-violent masculinities in particular in contexts of conflict and war. WILPF's Maria Butler has reflected on her work with MenEngage Alliance as ["a feminist space"](#).

At the regional level, MenEngage Europe has established partnerships with key stakeholders in the region, such as the European Commission, the European Women's Lobby and UN Agencies in Europe. Through these partnerships, the network has contributed to getting men and masculinities onto the [research agenda](#), and has influenced the way the conversation about engaging men is framed. In South Asia MenEngage Alliance joined hands with Sangat South Asia in the [One Billion Rising campaign](#) in the region.

As a result of these partnerships, MenEngage Alliance and Sangat South Asia, as well as other feminist organizations, launched a new social norm transformation campaign, EK-SAATH ('together' in English), in India.

After the announcement of the [Barbershop Conference](#) by the Iceland and Surinam Mission to the UN, MenEngage Alliance worked with the organizers to strengthen the narrative and program of the event. This resulted not only strengthening the feminist analysis of the whole conference but also the [inclusion of the women's rights activists](#) in panels during the conference.

Increased uptake & institutionalization

MenEngage Alliance and members have contributed to increased uptake of work with men and boys by CSOs/NGOs, scholars and researchers, policy makers in governments and UN agencies. Because of MenEngage Alliance's recognition as a leading network in this field, doors have been opened for members and partners to interact with influential agencies and the policy and decision-making platforms they represent. We have been able to facilitate government-CSO-UN partnerships to support increased uptake across agencies and in some instances have contributed to institutionalization (uptake by institutions through their own means and mechanisms) of work with men and boys to address priority issues.

The Alliance has contributed to the increased inclusion and higher priority of men and masculinities work among donor agencies - sometimes directly through policy advocacy, and at other times indirectly as a result of the visibility and leadership of our work. Relevant actors that have developed approaches to engaging men and boys in their own institutional policies and practices include Sida (see introduction section), [DFID](#), [USAID](#), [DFATD-Canadian Development Agency](#), [NORAD](#); the [World Bank](#); and UN Agencies in particular [UN Women](#), [UNFPA](#), [UNDP](#) and [WHO](#).

At the regional level, MenEngage Alliance members in Asia and the Pacific were key to the conceptualization of the UN Joint program on Men and Masculinities [Partners for Prevention](#) that focuses on strengthening capacities of civil society organizations, producing research and evidence based policy advocacy in more than 15 countries in the region on men's use of violence. This initiative led to a Capacity Development Initiative in South Asia, which later became the [South Asian Network to Address Masculinities](#) (SANAM), building the capacity of over 70 individuals and organizations in the region, which inspired similar processes in Southeast Asia such as the [Regional Learning Community for South East Asia](#), which built the capacity of 50 individuals and organizations.

Policy influencing

MenEngage Alliance has steadily strengthened its voice in global advocacy on women's rights, gender equality and the engagement of men and boys, supporting SRHR, women's rights and gender justice advocacy. MenEngage added its voice to existing initiatives to make the coalitions stronger. The Alliance has built relationships with policy and decision makers in UN agencies and governments, has delivered political statements at global policy making events, and provides concrete policy recommendations - building on the work of members. To generate buzz at policy making gatherings, MenEngage Alliance has organized dozens of joint agenda-setting events with UN agencies, governments and civil society members and partners.

Furthermore, MenEngage Alliance has made significant contributions to the increased integration of language on engaging men and boys in the agreed conclusions of the annual Commission on the Status of

Women (CSW) and Agenda 2030 for Sustainable Development (SDGs). Importantly, the language formulations at CSW have gradually become more gender transformative – though there is still a long way to go. MenEngage Alliance maintains a mapping of agreed language on priority issues, which is widely shared as an advocacy support tool to members, partners, UN agencies and government decision makers. Key achievements in global advocacy include:

- ✓ In 2013 MenEngage Alliance, Promundo and Sonke Gender Justice launched a [Ten Point Plan for Action on GBV Prevention](#) at the UN CSW. Some language from the 10-point brief was incorporated into the [Agreed Conclusions at the 57th Session of CSW](#).
- ✓ At the start of the negotiations on the Post-2015 Agenda, MenEngage Alliance launched a [call for action on the Post-2015 Agenda](#), including on engaging men and boys in sexual and reproductive health and rights, elimination of all forms of GBV, and in the redistribution of unpaid care. The Alliance joined with women's rights and social justice groups to advocate for the standalone gender equality and women's empowerment goal and to have explicit language on 'engaging boys and men in gender justice', both of which were successful. This has contributed to the recognition of the need to address the roles of men and boys in achieving gender equality, in the "gender paragraph" of the [Agenda 2030 Declaration](#).
- ✓ In 2014 MenEngage Alliance delivered an [official oral](#) statement with the MenCare+ consortium. It emphasized "the need to work with men as supportive partners in sexual and reproductive health and rights by engaging men in family planning and prenatal, maternal and child health to create better outcomes for women, children and men themselves." The [CSW58 Agreed Conclusions](#) included a comprehensive paragraph and call to action to support the realization of the MDGs and the Post-2015 Agenda: *"Fully engage men and boys, including community leaders, as strategic partners and allies in the elimination of all forms of discrimination and violence against women and girls both in the family and in society, design and implement national policies that aim to transform those social norms that condone violence against women and girls, and work to counteract attitudes by which women and girls are regarded as subordinate to men and boys, including by understanding and addressing the root causes of gender inequality such as unequal power relations, social norms, practices and stereotypes that perpetuate discrimination against women and girls, and engage them in efforts to promote and achieve gender equality and the empowerment of women and girls."*
- ✓ In 2015 the CSW celebrated Beijing+20 and resulted in a Political Declaration. MenEngage Alliance delivered official written and oral statements, including its priority issues SRHR, GBV and unpaid care. This contributed to the recognition by ministers and representatives of governments on the need for *"full engagement of men and boys for the achievement of gender equality and the empowerment of women and girls, and their commitment to taking measures to fully engage men and boys in efforts to achieve the full, effective and accelerated implementation of the Beijing Declaration and Platform for Action."*
- ✓ In 2016 the CSW agreed conclusions largely reiterated the progressive language of CSW58. It however added the need to address *"the role and responsibility of men and boys"* and outlined issue-based entry points such as *"ensure the equal sharing of responsibilities between women and men in caregiving and domestic work"* and *"transform with the aim to eliminate those social norms that condone violence against women and girls"*. MenEngage Alliance again delivered [written](#) and oral statements that helped influence the process. Staff and members of the

MenEngage Alliance supported government negotiators in this result by handing concrete language proposals to them.

At the regional level, MenEngage Africa has played a prominent strategic role in policy advocacy. It has developed [government policy scorecards and advocacy tools](#) for its members to work with. For example, a scorecard on African GBV laws and policies in March 2013, which ranks 11 African countries' GBV related policies with regards to their engagement with men and boys. MenEngage South Africa worked with the UN Women South Africa office to influence the South African government position on a stand-alone gender equality and women's empowerment goal in the SDGs. In Rwanda, MenEngage Alliance contributed to the inclusion of language on engaging men and boys in the national strategic plan (NSP) on HIV. The active presence and contribution by MenEngage Africa resulted in the [inclusion of the role of men and boys in promoting gender equality and justice](#) in the communiqué that has been adopted by the SADC Parliamentary Forum in 2016.

Collaborations through MenCare in advocacy to increase men's responsibilities in parenting have led to some tangible results at country-level. In Latin America, the MenCare campaign has been formally adopted by the Ministries of Health in Chile and Brazil. In the Netherlands men's roles and responsibilities in caretaking and raising children were put on the national agenda by targeted advocacy with policy making and (social) media campaigning, to extend the country's law on paternity leave. In the Netherlands five political party programmes for the Parliamentary elections in 2017, extension of paid paternity leave to at least 6 weeks was included. This result was achieved by a coalition of MenEngage Alliance members in the country, including Rutgers, Emancipator (MenEngage Alliance coordinator in the country) and WO=MEN Dutch Gender Platform - partnering with the leading women's rights networks and organizations in the Netherlands.

Individual leadership and capacity strengthening

While MenEngage Alliance is a network of organizations that represent broader constituencies, we are well aware that many of the changes in the world happen through the leadership of change-agents and individual champions pioneering the work. MenEngage Alliance has served as a platform for individual leadership development. MenEngage Alliance has also strengthened its focus on youth leadership development, which will be a priority the coming strategic period. Our members function as role models, and spokespersons in the international arena, and with their governments. Membership of the Alliance has opened up opportunities and given visibility to these leaders. MenEngage Alliance has also provided a safe-spaces for people to connect and be inspired. And to have sometimes difficult conversation on power and privilege.

MenEngage Alliance leaders and advocates have been invited to give TedTalks, reaching thousands of people that may not be involved in women's rights and gender justice on a daily basis. They have also been invited as speakers at international civil society and research conferences, and at official panels at the United Nations. Some efforts have been built to provide leadership development platforms at regional levels, such as the [MenEngage Africa Training Initiative](#) (MATI) which has strengthened capacities of over 75 individuals and organizations in the region.

In conclusion

MenEngage Alliance's recent track record shows the competencies of the Alliance members supported with the Global Board and Global Secretariat, to implement its comprehensive program in 2017-2020, with our core-strategies, focus on priority issues, and levels of intervention (global, regional and country) mutually reinforcing in order to contribute to the intended outcomes. As the evaluation report highlights, MenEngage Alliance, with these strengths, is ready to establish itself as an unequivocal partner and ally of women's rights and feminist organizations not only within the "development paradigm" but also, and most importantly, within the "political/ideological paradigm", primarily around *increased participation, awareness and responsibility among boys and men regarding gender equality, SRHR and HIV/AIDS*.

1.4 Evaluation findings & MenEngage responses

An evaluation of MenEngage Global Alliance's multi-annual program 2012-2016 and proposal to Sida was conducted at the end of 2016. The evaluation has provided MenEngage Alliance with valuable insights on the areas of success and future development. The outcomes of the evaluation have been integrated in this strategic plan and proposal to Sida for 2017-2020. The following section serves to bridge between the evaluation findings and the multi-annual program, supporting why we have decided to strengthen or develop certain agendas, strategies and activities. MenEngage Alliance's full response to the evaluation, including a recognition of its progress over the previous years, is outlined in our Response Letter (February 2017).

- ✓ *Mainstream a "feminist masculinity lens" in analysis of issues; and keep focus on power and privileges as key lens to guide planning, prioritize strategies, choose projects, approach thematic analysis and define external positioning: see Chapter 2 – Intervention logic, which includes our vision, mission and guiding principles; and the Glossary at the beginning of the document. These sections in particular outline how MenEngage Alliance understands men and masculinities work in gender-transformative approaches to advance SRHR, women's rights and gender justice.*
- ✓ *Develop a Theory of Change that delineates the pathways MenEngage Alliance envisions to achieve social changes, that addresses the underlying assumptions and clarifies the specific roles and contributions of MenEngage Alliance as a network: see Output 5.1 under strategic and institutional development, where we commit to develop a ToC in the next strategic phase.*
- ✓ *Develop clear and inclusive mechanisms and criteria for thematic prioritization, keeping ongoing priority issues while keeping space for new, emerging issues; and in advocacy expand to potentially address other key issues less (explicitly) linked to the development agenda: see section 2.4, which outlines our priority issues - including SRHR for all - and emerging issues, reflecting the broadening perspective of the Alliance. The 2017-2020 program is designed to provide the systems and mechanisms for identifying issues and undertaking collective action, while the issues themselves can have a level of flexibility.*
- ✓ *Develop innovative, global, overarching training and capacity building alternatives using new technologies; and evolve from a capacity approach to a competency-based approach that includes competences in "being, knowing and doing" related to the MenEngage Alliance Code of Conduct and principles: see Output 1.3 where we commit to creating an online membership platform to facilitate connections between our members through a virtual space, and organizing e-dialogues, webinars and online meetings with members to share their experiences, knowledge, and lessons*

learned. While we use the phrase “capacity strengthening” throughout the multi-annual plan, MenEngage Alliance has a bottom-up approach to it. We will strengthen our members’ capacity and skills based on strengths and needs assessments – see Result area 1. Through MenEngage Alliance’s regional, country and cross-members platforms – including online - we will facilitate members’ relationship building across the countries and regions, supporting each other with complementary skills, knowledge and strategies to strengthen programmatic, communications and advocacy skills. Thus contributing to the “community of practice” model within MenEngage Alliance.

- ✓ *Develop a knowledge management strategy that captures and capitalizes the essence and richness of a network; and design a consistent, crosscutting communication strategy including an infrastructure that feeds other strategies: promotes networking, strengthens advocacy, enhances accountability and transparency, contributes to greater ownership and enhances visibility and positioning: see Result area 3, in which we outline our commitment to develop a comprehensive KM&C strategy (Output 3.1); build and maintain an online community platform and library with the aim to become the go-to hub on men and masculinities work and resources worldwide (Output 1.3); develop case-stories (Output 3.3) based on members’ and partners’ promising practices; and develop knowledge products (Output 3.2) that assess how male roles and responsibilities manifest and influence specific issues, and how a gender transformative approach with men and boys can contribute to change. All activities have the purpose to provide key services to members to strengthen their visibility and capacities, and to inform programs and policies in the field of SRHR for all, violence prevention, unpaid care, peace and security, etc.*
- ✓ *Focus on quality (rather than quantity) membership and develop a membership strategy outlining rights and responsibilities, and taking into account the different needs of members: see Output 5.2 through which we commit to develop such strategy, with the purpose to empower members to participate meaningfully in the Alliance and add value to their own work, as well as the impact of the work of the Alliance at a global level.*
- ✓ *Avoid NGO-ization and de-politicisation as a consequence of enhanced institutionalization, formality and fundraising needs; and strengthen participation, commitment, ownership and co-responsibility at all levels of the Alliance: We are conscious of the risk of NGO-ization, in particular in the context of shrinking civil society spaces, the ongoing struggle for resources and funding, and the challenges embedded in communicating the value-additions of network-building as different from program-and project-implementation. We acknowledge these challenges for MenEngage Global Alliance as it is now an independent entity that requires financial sustainability, and in particular for the regional and country networks as they are strengthening their mechanisms and collective work. As MenEngage Alliance, our accountability and credibility comes from our membership will consistently work with members and partners to assess our value to their work and to the broader field. See Result area 5 on how we aim to work towards MenEngage Alliance as an active, membership-led, democratic, sustainable and accountable learning organization that acts in solidarity with its members and partners. This is linked to another recommendation from the evaluation: Strengthen the Planning, Monitoring and Evaluation (PM&E) strategy, which we commit to do under Output 5.1.*
- ✓ *Further modify and consolidate the MenEngage Alliance structure, roles and responsibilities towards a balanced and interconnected body of national, regional, and global levels, based on networking and participation mechanisms; and continue to address internal power issues and*

relations: strengthening country-regional-global connections (the “glocal” nature of the Alliance) is a cross-cutting objective throughout the multi-annual program 2017-2020, as is strengthening democratic practice and addressing power issues internally and externally – including through strengthening Accountable practices (see Result area 4). At a more institutional level, see Chapter 4 which describes how MenEngage Global Alliance’s management and operation structure is organized, and Result area 5 where we describe how we will work over the coming years to strengthen this structure, and what results are to be expected.

- ✓ *Be aware and respond with sensitivity and creativity to the concerns - including around power issues - that exist among feminist and women’s rights organisations*: this is a priority for MenEngage Alliance. We believe it is our responsibility to set standards of good practices, based on practices from our members and partners, and to support them in strengthening their agendas and work – thereby leading by example towards the broader field. Strengthening accountable practices and partnership building with feminist organizations and activists has emerged as a targeted strategic priority for MenEngage Alliance: see Result area 4 on how we aim to strengthen this work in the coming years.
- ✓ *Create collaborative campaigns with women’s rights organisations*: this is one practical way to strengthen accountable practices and partnerships. Output 4.2 outlines how we will strengthen collaborative actions among MenEngage Alliance members and partners with leading CSOs/NGOs in the broader field of women’s rights and gender justice on issues related to SRHR including HIV/AIDS, GBV, unpaid care, peace and security, LGBTQI rights, Youth rights, Child rights, etc. at national, regional and global levels. We are mindful though that not all SRHR and women’s rights organizations may be open to this, and there are good and legitimate reasons why some may want to organize activities for and with women only, including as safe-spaces for women and girls. Others may be open to collaboration, and it is worth mentioning that MenEngage Alliance activities often do include work by and with SRHR and women’s rights organizations. Such organizations are on the MenEngage Global Board, and a significant number of members self-identify as women’s rights organizations. For an elaboration on how we will approach campaigns in the coming years, see Outputs 1.2, 3.2 and 4.2, including how MenEngage Alliance supports existing women-led campaigns such as 16 Days, One Billion Rising, Safe and Legal Abortion Day; and how we work to strengthen accountable practices and partnerships with women’s rights and SRHR organizations in MenEngage associated campaigns such as the “Men, Masculinities and SRHR platform”, “MenCare Campaign” on fatherhood and unpaid care, and “White Ribbon Campaign” on eliminating VAW.
- ✓ *Expand the accountability concept to address expressions and movements of men that are contrary to MenEngage Alliance’s essence and objectives; and be open to and participate in spaces to establish dialogues with critical, opposition voices*: see Output 4.2 that includes MenEngage Alliance’s commitment to organize public actions and processes to condemn individuals and groups of men that oppose women’s rights, gender and social justice. The Alliance will abide by its core principles, code of conduct and accountability towards fellow women's rights and feminist activists, organizations and networks, and will work closely with them in such situations. As further detailed in the Risk Mitigation Register, over the coming years MenEngage Alliance and members, in cooperation with women’s rights groups, will consult with the regional and country networks to identify best possible strategies to deal with opposition situations. In the case of religious fundamentalisms, the Alliance will mobilise members who work with faith-based/religious leaders and approaches to jointly hold harmful voices to account, and find ways

forward. The Alliance will set up a Rapid Response Mechanism to deal with such situations using its comprehensive social media strategy.

- ✓ *In advocacy, strengthen and interlink the national, regional and global advocacy efforts; and diversify and democratize representation and opportunities for exposure at global level:* MenEngage Alliance recognizes that it is important to have a cohesive and strategic approach to advocacy and related capacity strengthening to jointly implement collective advocacy across the Alliance. In 2017, recognizing and building on the expertise and capacities of the regional networks and members, MenEngage Global Alliance will develop a comprehensive advocacy strategy connecting global, regional and national advocacy efforts. See Result area 2, in particular Output 2.1, where we commit to the development of a comprehensive Advocacy strategy for the Alliance, including strengthening members' capacities in advocacy skills for policy reform on SRHR, women's rights and gender equality; and brokering/facilitating members' participation in advocacy fora at the global, regional and national levels.
- ✓ *Embrace a wide spectrum of partners at national, regional and global levels, based on affinity- and complementarity:* building partnerships based on accountability is a cross-cutting matter for MenEngage Alliance. See in particular Result area 4 outlining how we aim to strengthen this throughout our work; and Annex 2 pointing to some key strategic partners.
- ✓ *Address sustainability integrally, including strengths and challenges, such as the need for further diversification of funding sources, other donors, possible membership fees and alternative resource mobilisation strategies linked for example to corporate social responsibility:* see section 4.3 that describes our rationale behind MenEngage Alliance's current fundraising strategy, including how and why we distinguish between core-funding to safeguard the core-work of MenEngage Global Alliance to anchor and support the work of members, and regional-level and project-based fundraising to advance centralization and broad Alliance ownership. The effectiveness of this model to date is highlighted in the 2012-2016 resource mobilization mapping (see separate document). How we aim to strengthen resource mobilization and fundraising is outlined in Result area 5.

1.5 Key take-aways for the next phase

Challenging the systems that enable discrimination, achieving SRHR for all, eliminating GBV, advancing peace and security, and equal distribution of unpaid care work requires transforming the norms that make gender-based discrimination and violence acceptable. Men and boys have to repudiate all forms of sexual and gender-based violence and take action against discriminatory norms by changing their attitudes, roles and responsibilities in relation to gender equality, SRHR and HIV/Aids. This requires strengthening gender transformative approaches that engage boys and men - along with girls, women and people of all genders - and that transform unequal power relations. Countering the social norms that govern structural inequalities, and are shaped by historical and contemporary trends and institutions, requires a long-term strategy. It is necessary to generate, integrate, and disseminate grounded local knowledge and priorities, from "South" to "North", through local ownership of programs, networking and partnership building, advocacy, and communicating these ideas at scale. The MenEngage Alliance, through its priority issues, core strategies, membership base and sustained networking structures, is uniquely positioned to play this role.

Tying together the specificities of what needs to be addressed in the next multi-annual phase for MenEngage, we have identified a number of core roles that the Alliance will play during the next strategic period that will best add value to the field of men and masculinities in SRHR, women's rights and gender justice:

Convening: creating spaces for dialogue, partnership building and joint action

MenEngage Alliance continues to connect and bring together actors from local to international levels for mutual learning and joint agenda setting on gender transformative approaches to engage boys and men. As the leading feminist-informed international network in the field, MenEngage Alliance is uniquely positioned to play this convening role, through the organization of global and regional symposia, thematic consultations, panel dialogues, and online spaces for interaction. MenEngage Alliance membership covers a wide range of intervention and advocacy areas, reflecting the importance the network gives to strengthening an intersectional approach to gender equality, sexual and reproductive health and rights - including HIV/Aids, GBV prevention, unpaid care and peace and security and to the bringing together of practitioners and researchers across a range of sectors.

In the coming strategic period, MenEngage Alliance will focus on strengthening our members' capacities through a Community of Practice approach, by creating spaces for our members and partners that enable exchange and mutual learning. MenEngage Alliance believes that strengthening dialogue through the creation of such spaces, will in turn support the optimum use of existing resources and create an approach to decision making and agenda setting through dialogue, debate and prioritizing the regional and country-level contextualization of the work.

Facilitating flow of information and strengthening knowledge

While there is emerging evidence indicating positive effects of gender transformative work with men and boys, a strong evidence base for this work is still lacking. There are many programs and projects among our members at grassroots levels, which are still not well documented and disseminated due to various capacity issues. Further, there are still serious gaps, for example in programming and action research with men and boys that goes beyond interpersonal issues, to tackle structural drivers. This calls for combining existing knowledge with emerging evidence on promising practices in transforming discriminatory norms, intergenerational and human development research, programs and advocacy efforts on men and masculinities work.

MenEngage Alliance aims to fill this gap by collating, synthesizing and presenting existing evidence to provide promising solutions to the strategic questions around gender transformative approaches engaging men and boys. MenEngage Alliance will further strengthen its communications platform to collect, package and disseminate this knowledge in diverse and creative ways, with the aim to inspire and influence the actions of a broad range of key stakeholders at local, national and international levels. Through an accessible and inclusive online communications and knowledge management system, the Alliance aims to amplify the work of our members and partners, raise awareness of transformative approaches and serve as the 'go-to' source of reliable knowledge on engaging men and boys in the work on sexual and reproductive health and rights, HIV/Aids and gender equality.

Working through partnerships to increase uptake of gender transformative approaches with men and masculinities

To reach men and boys at a large scale, there is a need to increase the uptake of gender transformative work with men and boys and take it into public policies and institutions. Further there is a need for a strong facilitator to organize and mobilize diverse actors, institutions and networks working through an intersectional feminist approach to engaging boys and men in gender equality. MenEngage Alliance believes that if we are to address the multi-faceted issues of gender inequality and sexual and reproductive health and rights, strong and strategic partnerships between organizations working across the sectors are required.

One of the strong roles, identified by the external evaluation, MenEngage Alliance has played is in creating such opportunities by connecting experts and organizations across the country, regional and international levels to develop programs jointly, at scale, and increase the uptake by governments and service providers. By doing so, MenEngage Alliance aims both to facilitate the scale up of evidence-based approaches and to promote a more supportive policy environment for men and masculinities approaches. MenEngage Alliance believes in partnerships based on solidarity, equality and mutual trust among key constituencies in the field of women's rights and gender justice, in order to deepen and diversify the Community of Practice to become effective, vibrant, interconnected and sustainable.

Advancing gender transformative agendas through policy advocacy

MenEngage Alliance's advocacy efforts are informed by multi-directional approaches: global policies support transformation at the local level, and country and regional priorities inform global advocacy. MenEngage Alliance will further build on this interconnectedness to hold governments to account and influence global policy making, through advocacy and campaigning activities on the Alliance's priority issues. The Alliance will continue driving the case for "how" gender transformative work engaging men and boys can be done, and to support that a nuanced and integrated analysis of the multiple roles of men and boys is included in policies and interventions targeting women's rights, gender justice and sexual and reproductive health and rights including HIV/Aids.

Informed by members' priorities and expertise, MenEngage Alliance will continue to deliver concrete recommendations to implement and realize Agenda 2030 and the SDGs, the Beijing Platform for Action and outcomes of CSW, CPD, UNSCR-WPS agenda and related agreements. It will also explore opportunities to apply and influence human rights frameworks such as CEDAW and the Universal Periodic Review (UPR) to advance advocacy goals. MenEngage Alliance, a unique international network with large expertise and energy, is well positioned to have an impact on the shaping and realization of the human rights and development agenda and to contribute to a broader global movement for women's rights and gender justice.

Promoting accountability to SRHR, women's rights and other social justice movements

MenEngage Alliance acknowledges its strategic position and leadership in the field of men and masculinities work, and therefore its responsibility in advancing accountability at all levels of its network and facilitating dialogue and collaboration with women's rights and other social justice movements. MenEngage Alliance integrates the concerns that have emerged around the growing attention for the engaging men and boys field, including around the distribution of financing and resources. With this

increasing attention, we are cautious of the potential risk of harmful practices and men's activism that is anti-feminist or women's rights (so-called "men's rights activists").

MenEngage Alliance supports members, regional and country networks, to conduct their work in ways that are consistent with intersectional-feminist principles and values, modeling gender justice inside the network in order to be more effective in promoting women's rights and gender equality. In the next strategic period MenEngage Alliance will continue to support members to contextualize and implement the Alliance's jointly developed accountability standards, and to build stronger partnerships at local, national and international levels with women's rights and other gender justice, sexual and reproductive health and rights, social justice and broader human rights actors.

Strengthening collaboration based on fair, accountable and democratic principles and strategies

Achieving gender equality and transforming patriarchy requires stakeholders who stand for rights and justice and who are organized and work together in a coordinated and structured manner. MenEngage Alliance in the next strategic period will prioritize strengthening fair, accountable and democratic network structures and strategies. MenEngage Alliance, during the years, has emerged as a vibrant and pluralistic civil society network, growing flexibly and organically in response to various needs and opportunities, in the context of the varying capacities of its members, and galvanizing a disparate set of actors and agendas around a set of common commitments for women's rights and gender justice. Hence, MenEngage Alliance will continue to anchor the institutional mechanisms and coordination required for the daily functioning of the network, and to sustain the Alliance in the long term, through a democratized structure. In the next strategic period, MenEngage Alliance will prioritize building good relationships among members and with partners, including women's rights and gender justice actors, based on trust, cooperation, and the spirit of solidarity.

Chapter 2. Intervention logic

In this section we unpack the principles, strategies and priority issues that form the basis of our work. Combined they constitute the comprehensive intervention logic that informs MenEngage Alliance's strategic plan for 2017-2020. In 2017 this will be further developed into a Theory of Change.

2.1 Vision, Mission and Guiding Principles

MenEngage Alliance is a value-based network. Our values are outlined in our vision and mission statement, our guiding principles, and code of conduct. These inform the Alliance in all its work, irrespective of change in the goals, strategies, priority-issues, or governance of the Alliance.⁴⁵

Vision

A world where all people are equal and free from discrimination, and in which gender justice and human rights are promoted and protected.

Mission

The MenEngage Global Alliance works to transform unequal power relations and patriarchal systems by:

- = Transforming masculinities;**
- = Working with men and boys through intersectional feminist approaches;**
- = Building inclusive Alliances from local to regional to global levels; and**
- = Fostering joint actions in partnership with women's rights, gender- and other social justice movements.**

The MenEngage Alliance mission statement and its accompanying descriptions (see glossary section) define how we understand "quality" of work on men and masculinities.

Guiding Principles & Code of Conduct

MenEngage Alliance's [guiding principles](#) further inform the compass for the political agenda and joint actions of Alliance members and MenEngage Global Alliance activities outlined in this program. While adhering to our approach of diversity and respect for the autonomy of our regional and country networks over their membership and initiatives, the guiding principles support regional and country networks to work within a joint framework and approach. Furthermore, the MenEngage Alliance [Code of Conduct](#) serves as a guiding framework for the global, regional and country networks and the wider membership. This instrument supports members to be consistent with the values and principles of the Alliance, both in their personal lives and their professional and public work.

⁴⁵ A collaborative process at the recent State of the Field consultation organized in partnership with Sida (June 2016, Stockholm, Sweden) led to a revised vision and mission statement for the MenEngage Alliance. The guiding principles were agreed to in the 2012 MoU, and have been updated at the 2017-2020 strategic planning meeting in Sweden (June 2016).

2.2 Men & Boys, Masculinities & Gender transformative approaches

Masculinities refers to the particular patterns of attitudes and behavior that are associated with ideals about how boys and men should behave and their position within gender relations.⁴⁶ Boys' and men's attitudes and behaviors are profoundly shaped by these rigid expectations, which has costs for both the women and girls in their lives, as well as for themselves and other men and boys. The more common features of masculinity is the equation of manhood with dominance, toughness, and risk-taking. However, as with femininities, there are multiple masculinities, which change over time and between and within contexts, and some of these masculinities may hold more power and privilege in society than others. When patriarchy meets masculinities, we can see that the problem is in essence about gendered-power: the dominance of the masculine over the feminine. This implies that feminization can happen to people of all gender identities: including by men over men.

Transforming masculinities requires **gender transformative approaches** that seek to reshape gender and power relations, by freeing women, men, and people of diverse gender identities from the impact of destructive gender and sexual norms. It requires individuals and organizations working in various sectors to come together with their knowledge and expertise to work with boys and men in different positions of power, with the understanding that power works in complex and often conflicting ways, including in boys' and men's lives. Hence, any large scale social transformative processes require the spread of ideas as well as a critical mass of people who will translate these ideas into practice in their everyday lives and the building of new institutions.

2.3 Socio-ecological change model

People live within social, economic, religious and cultural contexts. Change at the individual and relational level, which is where people experience ill-health, violence and discrimination, can only occur if all levels of society are engaged in a process of transformation: individual, community, institutions, and government. MenEngage Alliance is therefore informed by a socio-ecological framework which underlines the different levels of change and therefore action required at the individual, family, community, policy, and structural levels, in order to transform (sustainably change) society. The MenEngage Alliance membership is comprised of organizations working at all levels, and through the Alliance they are connected.

MenEngage Alliance connects members' who:

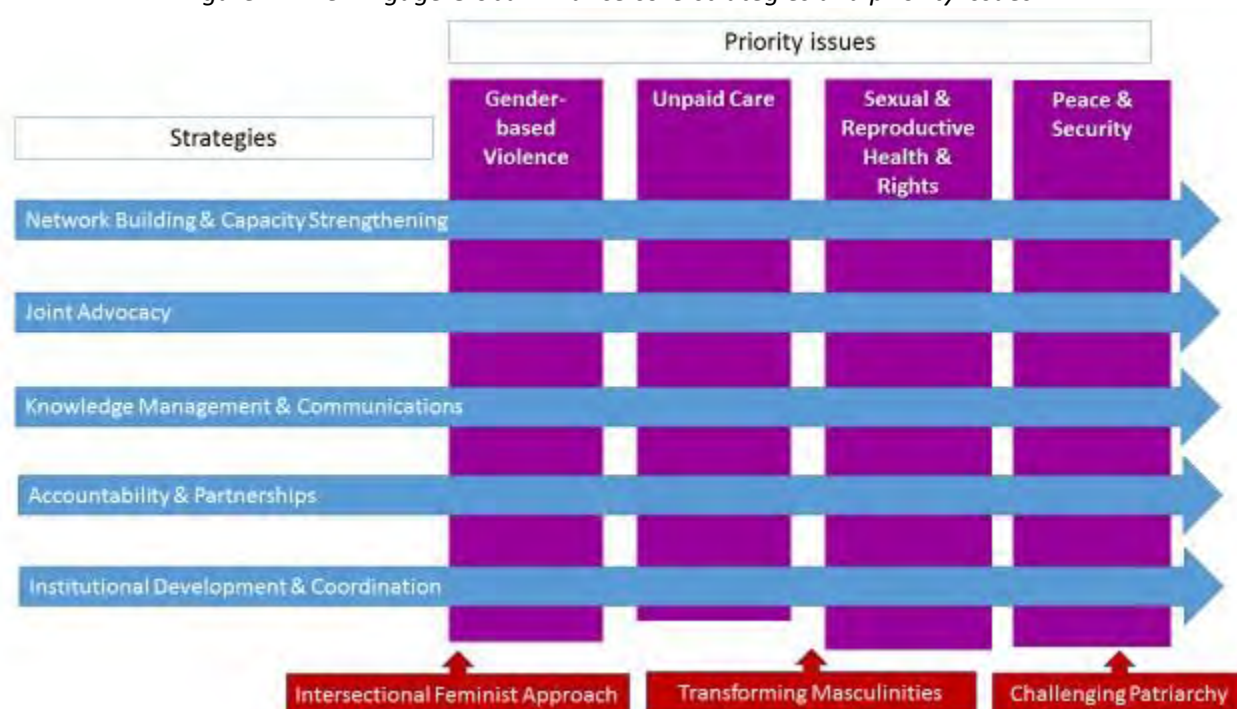
- ✓ Strengthen individual knowledge and skills: helping men and boys to understand how gender and social norms can put them, their partners, families and communities at risk and how to promote alternate, healthier attitudes and behaviours;
- ✓ Create supportive peer and family structures: educating peers and family members about health risks and ways they can support individuals to take action that promote health and equality;
- ✓ Educate service providers: educating service providers about male engagement so that they can transmit skills and knowledge to others; and teaching providers to provide non-judgmental services, encourage and support men to seek services, and support their partner's access to information and services;
- ✓ Mobilize community members: educating community members and groups about risks perpetuated by harmful gender norms and ways they can support individuals to take actions that

⁴⁶ MenEngage Alliance, UN Women and UNFPA (2014), 'Men, Masculinities, and Changing Power: A Discussion Paper on Engaging Men in Gender Equality From Beijing 1995 to 2015': <https://www.unfpa.org/sites/default/files/resource-pdf/Men-Masculinities-and-Changing-Power-MenEngage-2014.pdf>

promote health and equality; and mobilizing groups and individuals to develop coherent strategies for promoting constructive male involvement;

- ✓ Change organizational practices: adopting policies, procedures and organizational practices that support efforts to increase men's involvement and gender equality;
- ✓ Influence policy legislation at the societal level: Developing strategies to change laws and policies to influence norm-setting at the local, national, regional, and global levels.

Figure 2 - MenEngage Global Alliance core-strategies and priority issues



2.4 Priority issues

MenEngage Alliance in the coming strategic period, following the recommendation of the evaluation, will continue raising awareness and shaping global discourses around 'men and masculinities' - prioritizing linking knowledge management to capacity building, by connecting members and using on-the ground experiences, promising practices and lessons learned to inspire, promote learning, reflection and replication. MenEngage Alliance will continue working through its current priority issues, while being cognisant to adapt and incorporate emerging issues.

1. Sexual and Reproductive Health and Rights (SRHR)

MenEngage Alliance takes a comprehensive approach to SRHR that acknowledges women's current realities, including their vulnerabilities and their leadership to claim services and rights, as well as the understanding of implicit power and control that men have over women's reproductive options through harmful social norms. We believe that control of women's

sexuality and reproduction is a key element of patriarchy and a uniform feature of societies' across the globe. The social control of women's reproduction, often reinforced by laws and policies include control of women's fertility for population control purposes, control of women's ability to seek and get abortion for unwanted pregnancies, the lack of comprehensive sexuality

education and autonomy for preventing early and repeated pregnancy and for even leaving abusive relationships.

We also believe that men and boys have particular SRHR needs, which are often neglected by their own poor health seeking behavior in general. There is need to better understand the linkages between men's roles, norms around masculinities, gender and SRHR. Importantly, men and boys are, and need to be, allies and activists for the realization of full SRHR for all.

MenEngage Alliance's work on SRHR, as envisioned by its Platform for Action, will be built on existing initiatives and platforms. MenEngage Alliance's focus is on promoting partnerships of men and boys in changing gendered social norms

2. Gender-Based Violence

MenEngage Alliance believes that to end VAW and GBV, their root causes need to be addressed. MenEngage Alliance and its members are committed to change discriminatory norms that tolerate, justify and encourage GBV/VAW and transform violent masculinities as part of solution at all levels of society. MenEngage Alliance will build upon the expertise and promising practices of members, including on ending domestic violence, sexual violence, and harmful practices such as child and forced marriage, gender-biased sex selection, and female genital mutilation. We promote the design of policies that integrate engaging men and boys into primary prevention of GBV, support interventions to provide secondary

3. Unpaid Care

Feminist economists and social policy scholars have produced rigorous evidence confirming that the burden of care work falls disproportionately on women and girls. Engaging men to assume their fair share of unpaid care and domestic work therefore is an essential component of gender justice. Research also shows that men who are more active in caring

limiting women's SRHR; engaging men to support women's rights to safe and legal abortion, promote a wider understanding and acceptance of sexual diversity & rights, supporting comprehensive sexuality education, calling attention to appropriate SRH services for boys and men, and increasing boys' and men's access to HIV- and AIDS-related services and treatment.

By doing so, MenEngage aims to contribute to ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the ICPD-PoA and the Beijing Platform for Action and the outcome documents of their review conferences.

For more detail, see boxes throughout the proposal.

prevention and support for survivors, support the development of policies to engage men and boys in making public spaces free of violence for women and girls, support the design of programs with male perpetrators of violence, and promote non-violent, equitable and inclusive masculinities and alternative role models for boys. MenEngage Alliance strongly believes that an enabling policy environment is crucial to sustaining and scaling up interventions that engage boys and men to prevent and end GBV. MenEngage Alliance will do so by facilitating spaces to strengthen networking and partnerships among members and experts and join efforts for collective advocacy.

roles are healthier, happier and less violent and that positive male parental involvement increases the likelihood that sons will grow up to be more gender-equitable and involved fathers, and daughters to be empowered. MenEngage Alliance contributes to changing attitudes that reinforce the gendered division of labour, to reduce the disproportionate share of care work

for women and girls, and to promote public policies and services that support the redistribution of care work, such as progressive parental leave policies and child care services. MenEngage aims to transform the understanding of boys' and men's roles in caregiving more broadly, including in professional caregiving, which is often perceived

as women's and low-scale work. Work with individual men must be accompanied by efforts to address systematic barriers to more equitable divisions of caregiving and policies that recognize, reduce and redistribute unpaid care work. MenEngage Alliance will strengthen this work, in close collaboration with its members and the MenCare Campaign.⁴⁷

4. Peace & Security

Socially-constructed gender norms which associate masculinity with power, violence and control play an important role in driving conflict and insecurity worldwide. Together with key allies, including Women's International League for Peace and Freedom (WILPF) on the Global Board, MenEngage Alliance supports the transformative potential of the Women, Peace and Security agenda, and advocates for the integration of a masculinities perspective in international peace and security initiatives. MenEngage Alliance will support members and partners to carry out educational and leadership

training that supports non-violent, non-militarized expressions of masculinity, and programs that engage men and boys to strengthen gender equality within peace and security processes, and to prevent and respond to human rights violations in conflict situations, including sexual violence. With this, MenEngage Alliance and its members will challenge militarized masculinities and violence as a dominant narrative while promoting opportunities for alternatives through non-violence. At a global level, the Alliance supports UN advocacy.

Emerging Issues

The Alliance will also address critical emerging issues⁴⁸ during the period 2017-2020, in addition to the ones described above. These issues will be elaborated in cooperation with the Board and regional networks, under the leadership of expert members of the Alliance.

LGBTQI rights

Patriarchy, gender norms and social constructs around masculinities are at the root of the discrimination and violence LGBTQI people face.

Denouncing homophobia is one of the pillars under the MenEngage Alliance SRHR platform. As opportunities arise at regional and national

⁴⁷ MenCare Campaign emerged out of the initiatives by MenEngage Alliance members around the work on Men & Unpaid care-work, and is based on the Alliance's vision, mission and guiding principles. MenEngage Alliance sits on the Steering Committee of the Campaign. MenCare is co-ordinated by previous co-chairs of MenEngage Alliance, Promundo-US and Sonke Gender Justice, and is governed by the Steering Committee comprising of the co-ordinating organizations Promundo and Sonke, MenEngage Alliance members Save the Children and Rutgers, and MenEngage Global Alliance (through the global secretariat). At the MenEngage Alliance global board meeting in March 2015 it was decided that the Alliance's Fatherhood & Caregiving working group ensures

connection and synergy with MenCare. In 2017-2020 the communications and cooperation between the MenEngage Alliance and the MenCare campaign will be further strengthened.

⁴⁸ These critical issues have emerged in the course of the Alliance's work and the developments in the broader field. They have not yet been identified as core-issues that the MenEngage Global Alliance's broader membership mobilizes around, yet they are crucial to be addressed in the coming years. 2017-2020 will serve as an important period to further explore these issues with the membership, to find their place within the core of the Alliance's collective agenda and work.

level to denounce homophobia, Alliance members will be supported to take a stand on this issue. MenEngage Alliance will invest its time and energy to have better understanding of the struggles of LGBTQI persons, and support and respond or show solidarity within their contexts. The Alliance will map out the understanding and

awareness of LGBTQI rights issues among Alliance members and develop tools that can present an analysis of the fundamental relationship between the struggles for gender justice, men and masculinities and LGBTQI rights. The Alliance will further identify ways forward with the Board.

Youth Leadership and Intergenerational Dialogue

MenEngage Alliance envisions meaningful participation of young leaders in the governance structures of our national, regional and global networks. The Alliance will bring together adolescent and young leaders and members with expertise on ‘working with children and young people on gender issues’. We will continue to coordinate and support efforts to facilitate an enabling environment for young leaders. To this end the Alliance will further

strengthen its Youth Reference Group, building on the voices, expertise and resources within the Alliance, and explore our joint learning and advocacy agenda. Further, the Alliance will be actively work with the UN Interagency Network on Youth & Development’s Working Group on Youth & Gender Equality, including co-organizing the CSW Youth Forum in the coming years as well as the planned Global Gender & Youth Symposium.

Climate Justice

As outlined in the discussion paper [Men, Masculinities and Climate Change](#), MenEngage Alliance is concerned of the lack of appropriate analysis and understanding of boys’ and men’s multiple roles in climate change, the most urgent global challenge humanity is facing. The imminent threat of climate change requires new ways of working. The toxic systemic mix of patriarchy and capitalism must be transformed to a more environmentally- sustainable system.

MenEngage Alliance will contribute to gender-sensitive climate change discussions, supporting a holistic understanding of the gendered root causes, impacts and solutions to climate change adaptation and resilience and to further strengthen the call for social, economic and environmental justice for all. The Alliance will advocate to see boys and men become part of the solution to achieve gender-informed climate justice.

Faith-based Approaches

Working to transform masculinities involves engaging with strongly-held beliefs about what it means to ‘be a man’, based on existing cultural and religious interpretations. MenEngage Alliance will further build on its members’ ongoing innovative and locally relevant work to engage individuals and institutions working with faith-based strategies and approaches. MenEngage Alliance will document and disseminate the promising practices,

experiences and knowledge emerging from the programs and initiatives of the members, especially through transformative approaches. By doing so, the Alliance aims to counter religious and other forms of faith informed fundamentalisms. MenEngage Alliance aims to strengthen its relationship with AWID⁴⁹ on its groundbreaking work within women’s rights and gender justice on this topic.

⁴⁹ <http://www.awid.org/priority-areas/religious-fundamentalisms>

2.5 Core-strategies

To raise awareness of and shape the global discourse on men, masculinities and gender justice, MenEngage Alliance organizes its work through strategic pillars:

1. Network Building and Capacity Strengthening

MenEngage Alliance works to strengthen connections between our members and facilitate joint actions, in order to build capable and interconnected global, regional and country networks. We focus on strengthening our members' capacities through a Community of Practice approach, by creating spaces for our members and partners that enable exchange

and mutual learning. Through the creation of such spaces we assume our members will improve the quality and quantity of their work through gender transformative approaches with men and boys, and will make connections which will enable them to carry out partnerships and joint programming and advocacy.

2. Joint Advocacy

MenEngage Alliance carries out collective advocacy to support progressive outcomes in critical policy making processes at country, regional and global level. We add a 'men and masculinities' perspective to such processes and elevate the voices of our members by connecting local realities on specific issues with global level frameworks and processes. We assume that

through this role our members' advocacy will be better informed by and connected to global level processes and vice versa. We assume that by carrying out collective advocacy as an Alliance we will project a stronger and more unified voice and will be better able to influence policy makers and achieve progressive outcomes.

3. Knowledge management and Communications

MenEngage Alliance facilitates the exchange of information and knowledge across the Alliance and with the broader field, through the identification, collection, packaging and dissemination of good practices and lessons learned in the field of transforming masculinities and engaging men and boys. By amplifying the

voices of our members and showcasing their work we assume this will lead to increased awareness and understanding of transformative approaches both within and outside the Alliance, and increased buy-in and uptake of our work and priority issues by policy makers and practitioners in the field.

4. Accountability and Partnerships

MenEngage Alliance works to strengthen accountable practices among members and promote work with men and boys that is gender transformative and based on feminist and human rights principles. We support the building of partnerships based on solidarity and equality with key constituencies in the field of women's rights and gender justice. We assume that by setting standards for and increasing understanding of accountable practices, our

members will be better able to carry out good quality and transformative work and will increase their accountability to, and collaborative work with, women's rights and other social justice organizations. We also assume this will lead to improved reputation of and buy-on on the work with men and boys among policy makers and practitioners in the field.

5. Institutional Structure and Coordination

MenEngage Alliance works to strengthen its institutional structure and coordination mechanisms, through enhancing global governance structures, strengthening regional-global support structures, and implementing fundraising and planning, monitoring and

evaluation strategies. By strengthening these structures at the global level we assume we will be better able to support our members at all levels to develop functioning, democratic and sustainable networks.

2.6 Introduction to MenEngage Alliance regional networks

MenEngage Africa - MEA

MenEngage Africa (MEA) is the largest regional network, with more than 300 member organizations organized in 19 country networks. MenEngage Africa is the strongest region in terms of financial sustainability and is supported by a regional Sida grant, enabling the network to conduct collective activities across the region and to provide sub-grants to most of the country

networks. MenEngage Africa's advocacy work at regional level before the African Union and other regional bodies, such as the SADC Parliamentary round-table, their Network Building Toolkit, their regional training for leaders (MATI-course) and other key materials they have produced have been useful references for other regional networks and for MenEngage Global.

CariMAN

The Caribbean Male Action Network (CariMAN) is a regional not-for-profit organization affiliated with MenEngage Alliance and registered under the jurisdiction of Trinidad and Tobago. It functions as an umbrella organization for a network of male professionals in 10 English speaking Caribbean countries. CariMAN works towards increasing the

number of men and men's organizations engaged in the promotion of social justice and to bring to an end all forms of violence. CariMAN have established partnerships with UN agencies in the region to promote the role of men and boys, including in ending violence against women.

MenEngage Europe – MEE

MenEngage Europe (MEE) is one of the Alliance's most widely-spread regional networks, with 73 member organizations and individual members spread across 29 countries. The European network does not have any country networks yet. MEE members are active in sharing their initiatives during global campaigns such as the 16 Days of Activism against gender based violence, and through joint program implementation by member organizations across European countries. MEE contributes to political discussions about women's rights and gender equality at a regional level,

including with the European Union (EU) and the European Institute for Gender Equality (EIGE). MEE has issued political statements in support of women's shelters and to condemn stereotyping of refugee-men in Europe. MEE facilitated the development of a sub-regional network in the Nordic region covering 5 countries, through an independent grant from the Nordic Gender Equality Institute. This sub-regional network "MenEngage Norden" has its own governance structure and functions autonomously within the MEE network.

La Red MenEngage America Latina (MenEngage Latin America)

MenEngage Latin America is a vibrant regional network comprised of 125 members organized through 12 country networks. MenEngage Latin America is an alliance of organizations dedicated to working with masculinities and gender equality, with programs, projects, advocacy, campaigning and research across the region. The network coordinates the White Ribbon Campaign and the MenCare Campaign in the region. They co-organize regional level conferences, such as several Colloquiums on Men and Masculinities, which

have brought together leaders from the country networks and other critical stakeholders to advance work with men and boys for gender equality. MenEngage Nicaragua, a country network of MenEngage Latin America, has been a leading network in institutionalizing the MenEngage Alliance Accountability Standards and Guidelines and has provided practical steps to other country networks in the region to take up this agenda.

North American MenEngage Network - NAMEN

NAMEN is a regional network with 22 members across Canada and the US. It is an umbrella network of community-based organizations, not-for profits, other non-governmental organizations, institutions, and individuals interested in working with men and boys to promote gender equality in North America. Since its inception, NAMEN has actively advocated

against sexism, social exclusion, homophobia, racism and any form of discriminatory practice through community-based interventions. NAMEN prioritizes accountability towards women's rights and social justice movements and organizes periodic webinars to exchange knowledge and best practices as part of their Community of Practice approach.

MENENGAGE ALLIANCE SOUTH ASIA - MEASA

MenEngage Alliance South Asia (MEASA) is a dynamic regional network comprised of 210 members organized through five country networks, with a primary focus on network strengthening and promoting knowledge sharing, capacity development, and collaboration among organizations at regional and country levels. With the Indian network in a coordinating role, MenEngage South Asia hosted

the 2nd MenEngage Global Symposium in November 2014, facilitating an ongoing wave of initiatives and connections among activists and organizations working with men and boys to promote gender justice in different areas. The network has strong relationships with feminist, SRHR and women's rights activists, organizations and networks in the region.

Chapter 3: MenEngage Global Alliance Program 2017-2020

This chapter outlines MenEngage Alliance's holistic intervention strategy for the coming years. It aims to ultimately contribute to transformations in discriminatory gender-norms and improve outcomes in health and well-being of people of all genders. We believe that changes are a result of a confluence of actors and circumstances for which no single organization can claim full credit. Thus we seek to "contribute" to desired outcomes, acknowledging the importance of collaboration, rather than "attributing" them solely to our work. This approach is in line with our commitment to contribute to feminist movement-building, valuing the diverse work of all actors, and the collective power of collaborative approaches.

Our 1st scope of influence constitutes MenEngage Alliance members and partners, which include community based, national and international NGOs and CSOs, academics and researchers, advocacy networks, UN agencies, and donors. Through them we aim to contribute to changes among 2nd and 3rd circle such as the broader field, community members and institutions, and policy and decision makers. The indicators specify the changes we aim to see among the stakeholders groups. Case studies/stories of change within each result area will be carried out to demonstrate, for example, how the uptake of gender transformative work with men and boys by members and partners contributes to the aspired impacts expressed in these indicators. By doing so, MenEngage Alliance aims to contribute to the achievement of the 2030 Agenda for Sustainable Development, especially Goal 5 on Gender Equality and Women's Empowerment; and Goal 3 on Ensuring healthy lives and promoting the well-being for all at all ages is essential to sustainable development, ensuring universal access to sexual and reproductive healthcare services, including for family planning, information and education, and the integration of reproductive health into national strategies and programs.

3.1 Impact & Goal

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.⁵⁰

Impact indicators

1. Increase in men's and boys' roles, responsibilities and access to SRHR - including family planning, child- and maternal- health, safe and legal abortion, HIV/AIDS and STIs treatment and prevention services (SDG 5.6 & 3.7);
2. Reduced homophobia/transphobia and increased support for LGBTQI rights and diverse sexual orientations and gender identities (SOGI);
3. Increase in men's and boys' physical and mental health seeking behavior, including seeking help to change violent behaviors (SDG 5.6 and 5.2);
4. Increase in men and boys who condemn all forms of discrimination and violence against women and girls (SDG 5.1; 5.2; 5.3);
5. Increased responsibility and uptake of unpaid care by men and boys' (SDG 5.4);

⁵⁰ Aligned with concepts as used by Sida.

6. Increased support among men and boys for women and girls' full and effective participation and equal opportunities in leadership at all levels of decision-making in political, economic and public life (SDG 5.5) – including in historically masculine and male-dominated institutions;
7. Increase in men's and boys' active non-violent attitudes, roles and responsibilities to prevent violence, war, crises and armed conflict.

Rationale and assumptions

- ✓ Discrimination against women and girls is exacerbated by social pressures, notably the shame of denouncing acts that have been perpetrated against women; women's lack of access to legal information, aid or protection; lack of laws that effectively prohibit violence against women; failure to reform existing laws; inadequate efforts on the part of public authorities to promote awareness of and enforce existing laws; a higher HIV prevalence in women than men; and the absence of educational and other means to address the causes and consequences of violence⁵¹.
- ✓ Gender norms related to the unequal attitudes, roles and responsibilities of men and boys vis-à-vis women and girls are a leading cause of women and girls' disempowerment, negative health outcomes, and human rights violations. When violence, aggression, under-expression of emotions, etc. are no longer the default attitudes and behaviors for men and boys, and instead men and boys choose alternative attitudes and behaviors that are caring, gender-equal, respectful etc., we believe that the health and well-being of women and girls will improve. This, combined with direct support for women's human rights defenders and organizations, as well as with interventions that address the systemic nature of inequalities caused by the market, environment etc - can make a significant contribution to women's and girls' empowerment and the realization of their human rights.
- ✓ Harmful masculinities are at the core of gender-based discrimination against LGBTQI people, and are a leading cause of inequalities and harmful practices among men and boys. Harmful expressions of masculinities are often hetero-normative, encourage bullying and other harmful behaviors to exert power-over others. Therefore, we believe that improved gender-norms, attitudes, roles and responsibilities among men and boys, that respect all forms of diversity and the notion of power-with, etc. will contribute to improved health and well-being for people of all sexual orientations and gender identities, including men and boys themselves, leading, ultimately, to gender justice for all.

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.

⁵¹ United Nations. (1995). Report of the Fourth Conference on Women. Retrieved from: <http://www2.unwomen.org/~media/field%20office%20beijing%20plus/aeachments/beijingdeclaraSonandplaror mforacSonen.pdf?v=1&d=20150123T184647#page=39>

Goal indicators

1. Increased competencies among members and partners on gender transformative approaches to engage boys and men in changing discriminatory norms in relation to SRHR and HIV/AIDS, GBV, unpaid care work, and peace and security agenda at country, regional and global levels by 2020;
2. Increased awareness, support and uptake by targeted policy and decision makers of gender transformative approaches to engage men and boys in SRHR including HIV/AIDS, GBV prevention, and gender equality in legal and policy frameworks at country, regional and global levels by 2020;
3. Increased quality programming, campaigning and advocacy efforts on SRHR for all, GBV prevention, redistribution of unpaid care, and peace and security, through utilization of knowledge generated by MenEngage Alliance on 'engaging boys and men in gender justice' by stakeholders in field of gender equality and human rights actors at country, regional and global levels by 2020;
4. Increased partnerships, joint initiatives and quality programming between and among members, partners and women's rights/gender justice organizations on gender transformative approaches to engage boys and men in at country, regional and global levels by 2020;
5. Increased efficiency and sustainability of governance and operations of the Alliance facilitating effective implementation of its strategic plan and realize its vision at country, regional and global levels by 2020.

Rationale and assumptions

- ✓ Evidence shows that men's lower utilization of SRH services, like HIV testing and treatment, is a result of both rigid gender norms as well as structural barriers such as clinics that are ill-prepared to address male-specific health issues. As a result, not only are women and girls left to bear much of the burden of their own and their families' SRHR, but men's lack of involvement in SRH also places expensive and unnecessary burdens on health systems.
- ✓ Mobilizing men and boys at a large scale has significant transformative potential to contribute to the elimination of root causes of gender inequalities. For example, the lack of male involvement affects the overall situation around some SRHR situations eg, abortion, early pregnancy, maternal mortality and morbidity etc. Yet to date, interventions have been primarily short-term and small-scale. MenEngage Alliance therefore believes that part of the solution is increased uptake of gender transformative approaches with men and boys in programs, policies, public opinion, etc - by civil society, governments, the media, individual change agents, etc.
- ✓ For harmful gender norms to be transformed, all levels of society need to be engaged in the change-process. People live within social, economic, religious and cultural contexts – and these contexts influence their attitudes, roles and responsibilities. Therefore, we believe that change at the individual and relational level can only occur and be sustained if all levels of society - individual, community, institutions, and government - are part of the change-process ("socio-ecological change model").
- ✓ MenEngage Alliance members work in all contexts and at all levels. Through their membership and active engagement in collaborative work with the MenEngage network, all levels of intervention are connected – through we assume MenEngage Alliance contributes to holistic, systemic, sustainable change.
- ✓ We assume that MenEngage Alliance's holistic intervention strategy will contribute to increased (quantity) and improved (quality) development and implementation of programs and other

interventions with men and boys. Increasing the quantity of work includes, but is not limited to: a) upscaling of promising practices in order to reach large numbers of people, while being sensitive to and adapting initiatives to the local context and b) institutionalization or adoption of promising practices through government planning mechanisms, policy changes or legal action. Strengthening the quality of work includes strengthening accountable practices: work with men and boys that focuses on gender-norms transformation; is feminist-informed; addresses power, privilege and responsibilities;

- ✓ We assume that there is interest in and resources available for the institutionalization of gender transformative approaches with men and boys.

Rationale, assumptions and intervention logic:

MenEngage Alliance's work to increase participation, awareness and responsibility among boys and men regarding SRHR and HIV/AIDS

The active participation of MenEngage members as well as partners, including women's rights, SRHR and LGBTQI organizations and activists, have shown that positive engagement of men and boys in SRHR, HIV/Aids and Gender Equality is relevant to the field. The ICPD Program of Action (1994) includes the roles of men and boys as duty bearers in SRHR. However, the focus of policy and programs has mainly been on SRH(R) of women and girls, with insufficient recognition of the positive roles men and boys can play in achieving SRHR for all, including their own. While there are very good reasons for women being the focus of SRHR initiatives, understanding the gendered components of SRHR requires to attend the relational dynamics between men and women, men's own health, and gender and sexuality. Hence MenEngage Alliance feels strongly about the need of policy change to be achieved, including where relevant development and implementation of national policy on paternity and engaging men in parenting, and/or, national action plans on SRHR and Family Planning.

MenEngage Alliance will launch its SRHR Platform, intended as a catalyst for meaningful and constructive dialogue among MenEngage members and national and regional partners (in particular with women's rights, SRHR and LGBTQI advocates), and provide a space to develop a regional-/national-level strategy that is most useful/relevant to for advancing SRHR for all in the region/country. A key-lesson learned is the importance of developing relationships with service providers and relevant government departments (Health, Women and Children, Family) to strengthen partnerships for implementing successful activities at a structural level (upscaling or institutionalization). Ideally the global advocacy has buy-in and involvement from national and regional partners, and triggers regional and national level advocacy.

Overall objective and strategy throughout this strategic period, will be to develop, strengthen, and deepen partnerships between MenEngage Alliance members and partners in the overlapping fields of women's rights, SRHR, LGBTQI, and engaging men and boys. This includes stimulating/encouraging MenEngage members and partners to convene meetings that are focused on sharing, listening, and meaningfully engaging on the ways we approach gender & SRHR, as well as how we can understand and see positive roles for men and boys to play in SRHR.

3.2 Result areas, Outcomes and Outputs

MenEngage Alliance considers the Result Areas our umbrella strategies that will guide our work, and that will enable us to ultimately contribute to our aspired impact and goal. MenEngage Alliance aims to achieve results through six concrete Outcomes for the strategic period 2017-2020. The Outcomes are the aspired effects of MenEngage Global Alliance by 2020, in contribution to the broader field. Under each, several Outputs are identified: the products, goods and/or services that the MenEngage Global Alliance, represented by its implementing organization consisting of the Global Secretariat and governed by the Global Board, aim to deliver.

This multi-annual program will be further elaborated in annual work-plans for 2017, 2018, 2019 and 2020. The annual plans will include concrete and contextualized activities and deliverables of MenEngage Global Alliance, and a further elaboration of the agenda and priority issues relevant to the international developments for each year (see Excel file with annual calendar). The annual plans will include a budget specification outlining the prioritization of Sida funds allocation for each year, taking into account other available funds. MenEngage Global Alliance will submit the annual plans, reports and budgets to Sida for input and approval on an annual basis, or as agreed with Sida.

Result area 1

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.

Result area 1 focuses on strengthening the interconnectivity, capacities and visibility of MenEngage Alliance members' and partners, so that they can inspire and inform increased and qualitative uptake of gender transformative work on men and masculinities. MenEngage Alliance seeks to be a vibrant and pluralistic civil society network that contributes effectively, using a rights-based approach, to reducing inequality, violence and poverty, particularly in the areas of women's rights and empowerment, gender equality, SRHR and HIV/AIDS. In the next phase, the Alliance will focus on consolidating and strengthening our members' and partners' capacities as strong and inclusive Community of Practice and facilitating exchange, mutual learning and joint actions among members, through regional and country networks and thematic priorities. MenEngage Alliance will strengthen its collaborative work and global impact, by amplifying local and regional initiatives. MenEngage Alliance will also support new members and networks to connect and associate with the work of the Alliance, and strengthen relationships with other networks and movements.

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.

MenEngage Alliance has six⁵² vibrant regional networks, which form the cornerstone of the Alliance. Each regional network works in varying contexts and is at a different stage of development with their own priorities, strengths and challenges. MenEngage Global Alliance will facilitate structured ways to foster

⁵² Sub-Saharan Africa, South Asia, Latin America, Caribbean, Europe and North America. See section 2.6 of the proposal.

collaboration between global, regional and country networks so that they evolve as viable, inclusive and sustainable regional networks on transforming masculinities and engaging boys and men in gender justice, and contributing to existing efforts globally. MenEngage Global Alliance will also support the development of emerging and new regional, sub-regional and country networks⁵³. Together, the regional networks and their umbrella coordination at global level, form the Alliance's roadmap to communicate, strengthen and advocate for programs and policies that are gender transformative and engage men and boys.

Outcome 1.1 Indicators:		Baseline	Target
1.	% increase in regional networks having quality strategies & work-plans in place and implemented in the countries and regions where MenEngage Alliance is present by 2020	57%	100%
2.	% increase of, quality, individual and collective programs and actions on engaging boys and men among members and partners in the countries and regions where MenEngage Alliance is present by 2020	40%	100%
3.	% increase in new networks and members globally by 2020	2.4%	5%
4.	# and quality of dialogue spaces organized to review and strategize on men and masculinities work with women's rights and gender justice actors at country, regional and global levels by 2020	4	6

Output 1.1: Strength assessments and work plans developed by MenEngage regional networks⁵⁴

In 2017, MenEngage Global Alliance will provide technical and financial support to all 6 regional networks to carry out a strength and needs assessment, a systematic mapping of members' skills, needs and core competencies. This process will facilitate the development and implementation of regional strategies and work-plans and create opportunities to work together cross-regionally, with the purpose to strengthen gender transformative work with men and boys around sexual and reproductive health and rights, women's rights and gender equality, unpaid care work and HIV/Aids. These regional strategies and plans will serve to contextualize the Alliance's vision, mission, guiding principles, priority issues and core strategies. In the process, the Alliance will encourage the engagement of young people in the Alliance structures and initiatives, thus supporting the creation of a new generation of leaders to sustain the agenda and work of the Alliance. To realize these activities the Global Secretariat will work with the Regional Networks Working Group, and Regional Steering Committees to:

- a) Develop and conduct 6 regional strength and needs assessments, taking into account the Alliance's priority issues around sexual and reproductive health and rights, women's rights and gender equality; and the Alliance's core strategies of network building, advocacy, communications and accountability.
- b) Manage mini-grants with the regional and country networks, for the purpose of network building and collaborative action to strengthen impact on the Alliance's priority issues.
- c) Review, develop and implement the strategies and work plans with all 6 regional networks and relevant country networks.
- d) Strengthen members' capacities through a comprehensive MenEngage Alliance Network Building Toolkit, based on MenEngage Africa's existing toolkit.

⁵³ Especially Eastern Europe and Central Asia (EECA), Middle East and North Africa (MENA) and South-East Asia regions.

⁵⁴ The regional networks strength and needs assessments and work plans will be the basis for the further operationalization of MenEngage Global Alliance's annual plans.

- e) Support organizing capacity strengthening workshops with the regional networks (2 per year and depending on successful fundraising at the regional and global levels) and technical support to contextualize the toolkit to regional and national realities, taking into account the Alliance's priority issues around sexual and reproductive health and rights, women's rights and gender equality; and the Alliance's core strategies of network building, advocacy, communications and accountability.
- f) Support strengthening newly established MenEngage regional and country networks to align with the Alliance's guiding principles, and impact on priority issues and core strategies.
- g) Support the establishment of new associations and networks in countries and regions with no MenEngage Alliance presence yet.

Output 1.2: Joint capacity strengthening and advocacy activities organized by MenEngage Alliance at country and regional levels

MenEngage Global Alliance will support the 6 regional networks to carry out capacity strengthening⁵⁵ activities and strengthen 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, around priority issues of sexual and reproductive health and rights, women's rights and gender equality. The Global Secretariat will support Regional Coordinators to facilitate sharing promising practices, strategies and tools among members at local, national, regional and international levels. During the next strategic period, MenEngage Global Alliance intends to reach directly to at least 50% of its members. The Global Secretariat will work closely with the Regional Networks Working Group to:

- a. Organize annual strategy and work-plan development workshops and meetings, where the Alliance's core strategies and priority issues will be tied together for maximum impact to advance gender transformative work with men and boys around the globe.
- b. Support the organization of capacity strengthening workshops at various levels, including on strengthening gender transformative approaches with men and boys to advance SRHR, women's rights and gender equality.
- c. Support with regional fundraising activities for additional activities, including the participation of MenEngage regional partners in regional and global symposia and colloquia.
- d. Organize annual MenEngage Alliance international leadership events around the focus areas of the Alliance including Sexual and Reproductive Health and Rights, women's rights and Gender Equality, aligned with the annual Global Board meeting.
- e. Strengthen existing thematic working groups⁵⁶ and create new ones as decided by the Global Board.
- f. Support in the development, adaptation and implementation of campaigns, especially building on the MenEngage associated campaigns "Men, Masculinities and SRHR platform",

⁵⁵ In 2014 the MenEngage Global Steering Committee identified that it is not the role of the MenEngage Global Secretariat provide capacity building trainings for individual members. This has been identified as a role for individual (member) organizations with specific expertise and skill-sets on themes or strategies. This enables the MenEngage Global Alliance to focus on its core-mandate, which is contributing to movement building through facilitating network strengthening, accountable practices, knowledge sharing, and joint advocacy.

⁵⁶ MenEngage Alliance currently has 3 thematic working groups on SRHR including HIV/Aids, GBV, and, unpaid care. In the period 2017-2020, the Alliance aims to form new strategic working groups to support structured collaborations on advocacy, youth leadership, and Knowledge Management & Communications. Other working groups may be formed on issues which members are already addressing and which would benefit from more structured collaboration, including peace and security, climate change, and faith-based approaches.

- “MenCare Campaign” on fatherhood and unpaid care, “White Ribbon Campaign on eliminating VAW, and other related initiatives, at country and regional levels.
- g. Coordinate and support the development and implementation of above said campaigns at the international level.

Output 1.3: The MenEngage Regional Networks Working Group and virtual platforms are activated and functional

Established in 2015, this group serves as a platform for the regional networks to share promising practices, experiences, updates from the networks, challenges faced, and generate insights and knowledge to strengthen network building and joint actions. MenEngage Global Alliance will support the Regional Networks Working Group⁵⁷ in the implementation of its plans as per its ToR. The Global Secretariat will coordinate the working group, and organize quarterly meetings⁵⁸. Based on the regional work-plans and needs identified (Output 1.1), the Global Secretariat will maintain regular communications with the regional coordinators, the working groups and its members. The Global Secretariat will:

- a. Coordinate the Regional Networks Working Group, facilitate communication (including regional listservs), sharing information/knowledge and exchange among the members on sexual and reproductive health and rights, hiv/aids, gender equality and women’s rights.
- b. Organize annual face-to-face meetings and quarterly group-calls of the working group, in conjunction with the global board meetings, focusing on how the regional networks and their members can strengthen their work and maximize their impacts together on the Alliance’s priority issues and through its core strategies.
- c. Establish and maintain the MenEngage membership community, based on continuously updating the Membership Database, with relevant information required for maintaining an online profile of all members, including a mapping of the expertise of members on the Alliance’s priority issues – including SRHR, HIV/Aids, GBV/VAW, unpaid care, peace and security, faith-based approaches, youth-based work, etc
- d. Maintain and operate a dynamic MenEngage Alliance website, with news updates, a resource-database and virtual spaces for members for interaction and discussions, including around priority issues related to SRHR, women’s rights and gender justice.
- e. Create and manage the MenEngage Alliance online membership community, facilitating connections through a virtual space for its members.
- f. Organize webinars, e-dialogues and virtual meetings on the priority issues of the Alliance and members and partners.

Output 1.4) Symposia, colloquia and seminars organized with MenEngage members and partners at global, regional and country levels

MenEngage Alliance will continue to convene its international Community of Practice to review and align the men and masculinities field with the broader SRHR, women’s rights and gender justice movements. The Alliance will organize and support members and regional networks to organize events led by the respective networks. The symposia and colloquia aim to enhance the visibility and interaction of MenEngage Alliance with UN agencies, donors and other partners and strengthen knowledge and understanding of transforming gender norms with a focus on boys’ and men’s

⁵⁷ This working group comprises of 6 coordinators/representatives of the MenEngage regional networks and the Global Networks Manager, who coordinates the working group.

⁵⁸ Three calls a year and one face-to-face meeting at the annual Board meeting.

attitudes, responsibilities and roles with regards to SRHR including HIV/Aids, gender based violence, women's rights and gender equality. These events will prioritize diverse participation, including with SRHR, women's rights, LGBTQI rights, and youth and child rights activists. They will result in contextualized analysis and platforms for action. The regional symposia and colloquia will further inform the Alliance's global leadership convenings and symposia. The Global Secretariat will:

- a. Organize the 3rd Global Symposium on Men and Masculinities in 2019, with the purpose of updating and boosting the Alliance's advocacy platform through an updated state of the field analysis and agenda at the global level, connecting and elevating activism around the world, and resulting in a declaration and call to action – inclusive of priority issues of SRHR, women's rights and gender justice.
- b. Support in planning, fundraising/resource mobilization and organizing 6 regional symposia, colloquia and seminars across the regions (at least one per region during the period of 2017-20) and collaborate with academic institutions or organizations for similar initiatives across regions⁵⁹, with the purpose to exchange and strengthen work through the Alliance's core-strategies and impacts on SRHR, women's rights and gender justice.
- c. Participate in and contribute from a men and masculinities in SRHR, women's rights and gender justice perspective in various UN, academic and civil society conferences and forums, including the UN Commission on the Status of Women (CSW), AWID Forum, Women Deliver Conference, SVRI, the International Conference on Population and Development (ICPD), CEDAW Committee meetings and consultations, UPR fora, WPS Agenda related conferences and meetings, Financing for Development conferences, etc.

Result Area 2

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.

MenEngage Alliance's collective voice in global advocacy has become increasingly visible and organized. (see Chapter 1 for an outlining of key policy frameworks and results to date). The Alliance will continue to deliver critical analysis and concrete proposals to implement and realize the Agenda 2030 and the SDGs, CPD to advance SRHR for all, the Beijing Platform for Action and outcomes of CSW, and UNSCR 1325 and related agreements. It will also explore opportunities to apply international human rights frameworks such as CEDAW and the Universal Periodic Review (UPR) to support SRHR, women's rights and gender justice activists and advance the Alliance's advocacy goals. To this end the Alliance will develop and deliver policy advocacy statements and discussion papers, contribute to UN events and civil society activist forums where decision-making takes place, and organize global events to inform the political agenda.

MenEngage Alliance will continue strengthening "vertical" accountability: holding governments accountable to existing international, regional and national agreements and ensuring duty bearers' effective implementation of these commitments, keeping in mind the principle of "common but differentiated responsibilities"⁶⁰ as agreed in Agenda 2030. A global alliance such as MenEngage is well

⁵⁹ In 2017, the Global Secretariat will support MenEngage Africa on the "MenEngage 5 days of violence prevention" initiative in Africa region, MenEngage Latin America on the "5th Latin American Colloquium on Men and Masculinities", MenEngage Nordic Network on the "MenEngage Nordic Networks' conference" and MenEngage Alliance Lebanon on the "Regional conference on Men and Masculinities" in Middle East region.

⁶⁰ Paragraph 12 of the SDGs Declaration <https://sustainabledevelopment.un.org/post2015/transformingourworld>
Referring to Principle 7 of the Rio Declaration on Environment and Development

positioned to have an impact on the shaping and realization of the human rights and development agenda: by connecting local realities on specific issues with a global voice and an umbrella framework. The Alliance will focus on elevating the voices of its members, and connecting them with other political agendas and activists, to contribute to a broader global movement for SRHR, women's rights and gender justice.

Outcome 2.a)

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.

MenEngage Alliance advocacy will be multi-directional: global policies will support discriminatory norms-transformations at the local level, and country and regional advocacy will inform global advocacy. Advocacy agendas and strategies will be connected across the Alliance through global policy frameworks provided by the SDGs, CPD and CSW, and other human rights frameworks for SRHR, Hiv/Aids, women's rights and gender justice.

Outcome 2.a Indicators		Baseline	Target
1.	# and quality of joint advocacy agendas formulated and shared broadly in a timely manner at national, regional and global advocacy spaces on SRHR including HIV/AIDS, GBV, unpaid care, peace and security by 2020	6	12
2.	# and quality of joint advocacy activities undertaken at national, regional and global advocacy spaces on SRHR including HIV/AIDS, GBV, unpaid care, peace and security by 2020	15	30
3.	# and quality of supportive statements by policymakers demonstrating their awareness on gender transformative approaches to engage men and boys on SRHR including HIV/AIDS, GBV, unpaid care, and gender equality by 2020	-	8

Output 2.1) Interconnected global-regional-country level advocacy strategy developed and implemented with MenEngage regional and country networks and at-large member organizations

MenEngage Alliance recognizes that it is important to have a cohesive and strategic approach to advocacy and related capacity strengthening to jointly implement collective advocacy activities across the Alliance. Hence in 2017, recognizing and building on the context specific issues, expertise and capacities of the regional networks and members, MenEngage Global Alliance will develop a comprehensive advocacy strategy connecting global, regional and national advocacy efforts, with the purpose to advance gender transformative analysis and work with men and boys - in contribution to achieving SRHR for all, eliminating HIV/AIDS and all forms of GBV, and advance women's rights and gender equality. The Global Secretariat will:

- a. Coordinate and facilitate the calls and meetings of the MenEngage Advocacy Working Group.
- b. Coordinate the development of the MenEngage Alliance advocacy strategy in cooperation with the Advocacy Working Group and regional networks, anchored in the Alliance's priority related to SRHR, women's rights and gender justice.

- c. Support and facilitate members' capacity strengthening on advocacy skills around policy reform for issues related to SRHR, women's rights and gender justice, based on the regional strengths and needs assessments and work plans.
- d. Facilitate members' participation in advocacy fora at the global, regional and national levels, including CPD, CSW, High Level Political Forum, Regional Inter-governmental processes of AU, EU, ASEAN to name a few, and join SRHR and women's rights groups and network mobilization in related issues on SRHR, women's rights and gender equality.
- e. Organize a capacity strengthening initiative supporting at least 150 (20 per region) 'advocacy champions' with focus on youth leaders, addressing gender-transformative analysis and work with men and boys to advance SRHR, women's rights and gender justice. *This activity is subject to additional fundraising.*
- f. Develop and maintain an international advocacy calendar as an accessible platform to host information about major advocacy opportunities, events and activities related to priority issues, by and for the Alliance and its members. For example related to SRHR and HIV/Aids: Women Deliver, CPD, International Aids day, and regional conferences. Similar for other priority issues.

Output 2.2) Timely activist responses to human rights violations developed and broadly disseminated, with a focus on transforming gender norms and the roles and responsibilities of men and boys.

MenEngage Global Alliance will strengthen its alert mechanisms to facilitate responses of support and solidarity, and calls to action on various issues and incidents of human rights violations, particularly around SRHR, women's rights and gender justice. The Global Secretariat works primarily through making strategic use of the expertise among the Alliance's members and partners, regional networks and at-large Board members on specific issues. MenEngage Alliance will collaborate with relevant SRHR, women's rights and gender justice activists, organizations and networks to:

- a. Establish a comprehensive rapid response and action alert mechanism for the Alliance, in collaboration with the Global Board and the advocacy and communications working groups.
- b. Coordinate the development and circulation of rapid responses and action alerts to confront backlash against and shrinking spaces for SRHR and women's human rights defenders and activists, including against 'men's rights' groups and religious fundamentalisms, and solidarity statements in support of global calls for SRHR, women's rights and gender and social justice.
- c. Coordinate the development and circulation of statements of solidarity to support SRHR and women's rights activists, networks and organizations.
- d. Coordinate and provide support the regional and country networks to develop and share their responses and alerts and support in amplifying the voices from the country members.

Output 2.3) Concrete partnerships among MenEngage Alliance members and partners with global SRHR, women's rights and gender justice CSOs, NGOs and UN agencies developed and implemented.

MenEngage Alliance will continue prioritizing collaborations with fellow civil society SRHR, women's rights and gender justice CSOs/NGOs and relevant UN Agencies to support joint agendas and advance the integration of a men and masculinities perspective in policy frameworks related to SRHR incl. HIV/Aids, women's rights and gender justice. The international community organizes its own events where knowledge is exchanged and agendas are set, in which MenEngage Alliance with members and partners will contribute with a complimentary men and masculinities angle to SRHR including

HIV/Aids, gender based violence, women's rights and other gender justice agendas. In order to do so, MenEngage Alliance will build and strengthen its partnership with members of international alliances such as the Women's Rights Caucus and Women's Major Group (SDGs, CSW, CPD – including AWID, CREA, WILPF) as well as UN Agencies (UN Women, UNFPA, UNDP, WHO). See Annex A2 for an overview and description of partners. MenEngage Global Alliance will:

- a. Coordinate and establish strategic partnerships with civil society SRHR, women's rights and gender justice actors, organizations and networks at country, regional and global levels.
- b. Coordinate and establish concrete and formal partnerships/MoUs, based on accountability principles, with various UN Agencies with a focus on strategic engagement of policymakers and the public sector at national, regional and international levels, to advance gender transformative analysis and work with men and masculinities to advance SRHR, women's rights and gender justice.
- c. Facilitate relationship building and strengthening between MenEngage Alliance members and international CSOs, UN Agencies and other agencies at the country and regional levels.
- d. Lead the development of short and long term partnerships between and among various local and international CSOs, as relevant to the development and progresses around SRHR, women's rights and gender justice issues at country, regional and global levels.
- e. Coordinate and implement joint activities with civil society SRHR, women's rights and gender justice actors, organizations and networks as well as the UN Agencies at country, regional and global levels.

Output 2.4) Global, regional and national decision and policy makers are reached with collective MenEngage Alliance policy advocacy

MenEngage Global Alliance will continue to facilitate meaningful participation of members and partners in advocacy opportunities at global, regional and national levels, around SRHR, women's rights and gender justice issues. Relevant arenas include UN meetings as well as international civil society events where joint agendas are set. Through members' expertise the Alliance provides policy makers and relevant actors with concrete analysis, recommendations and pathways for action to improve policy making and implementation including a men and masculinities perspective – in particular on SRHR, HIV/Aids, GBV prevention, unpaid care, and peace and security issues. MenEngage Global Alliance will:

- a. Support MenEngage global-regional-country consolidation of issue-based agenda setting and mobilization in the areas of SRHR incl. HI/Aids, VAW/GBV prevention, unpaid care, peace and security.
- b. Support mobilization of advocacy champions for collective policy advocacy at global, regional and country levels with messaging around gender transformative approaches – including a men and masculinities lens – in SRHR, women's rights and gender justice.
- c. Support and coordinate technical inputs to develop policies and guidelines on integrating a men and masculinities perspective in priority issues and submit to relevant policy and decision makers.
- d. Support and facilitate collective policy advocacy efforts through the MenEngage advocacy champions at country, regional and global levels.
- e. Organize or support joint events and panels at various strategic policy advocacy spaces, reaching out to policy and decision makers at country, regional and global levels.
- f. Coordinate and implement UN policy advocacy efforts, together with Alliance global leadership, including at-large member organizations and the regional networks.

Outcome 2.b)

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.

MenEngage Alliance aligns its policy agenda with those of SRHR and women's rights movements and other social justice activists, to support progressive outcomes on SRHR, women's rights and gender justice in critical policy-making processes at country, regional and global levels. The Alliance adds value through a 'men and masculinities' perspective and by proposing targeted interventions to address gaps, with a focus on transforming discriminatory gender norms – including by engaging boys and men in changing their attitudes, roles and responsibilities in relation to SRHR incl. HIV/Aids, VAW/GBV, unpaid care, peace and security, and other related issues to women's rights and gender justice. During the period 2017-2020 MenEngage Alliance will continue to influence policy and legal reform with advocacy papers, briefs and policy recommendations on priority issues. Meaningful participation of and respect for the rights of women and girls, youth, and people of all sexual orientations and gender identities (SOGI) are critical in the roll-out of MenEngage Alliance's advocacy.

Outcome 2.b Indicators:		Baseline	Target
1.	# of global, regional and national policies and laws integrating gender-transformative approaches to engage boys and men on SRHR and HIV/AIDS, GBV, unpaid care, peace and security at national, regional and global levels where MenEngage is present by 2020	-	16
2.	Improved quality of the policy language on engaging men and boys from a gender-transformative perspective in relevant laws and policies at country, regional and global levels by 2020	-	TBD

Output 2.5) MenEngage Alliance issue-based policy advocacy statements developed and broadly disseminated at global, regional and country levels

During the period 2017-2020 MenEngage Alliance will continue to contribute to develop papers and briefs on timely issues related to SRHR, women's rights and gender justice. The policy advocacy statements and briefs bring together expertise of the Alliance's members and partners, in particular around gender-transformative analysis and work – with men and masculinities. They seek to build on and complement the perspectives other SRHR, women's rights and feminist activists bring to the debate. Policy advocacy statements aim to provide concrete recommendations for a course of action around a current policy debate or framework (CSW, CPD, SDGs, UNSCR-1325, etc). MenEngage Alliance and members will strengthen our collective efforts to:

- a. Produce and disseminate MenEngage policy advocacy briefs and platforms for action statements, especially around SRHR incl. HIV/Aids, VAW/GBV, unpaid care and peace & security issues.
- b. Coordinate the contextualization and translation of policy advocacy briefs and platforms for action in various languages, in collaboration with MenEngage Alliance members and partners.
- c. Broadly disseminate advocacy statements via various social and other media platforms to amplify our voice and reach diverse stakeholders.

Output 2.6) Policy and law-makers are supported by MenEngage Alliance and members in their policy development around SRHR, women's rights and gender justice at global, regional and country levels

The Global Secretariat will facilitate the convening of issue-based groups of members and partners, to support the synthesizing of knowledge and information on sexual and reproductive health and rights, VAW/GBV, unpaid care work, and peace and security, and package it in ways that inspire and support policy and law-makers to take-up gender transformative approaches on men and masculinities in the problem-analysis, development and implementation of policies and laws. MenEngage Alliance will build on progressive resolutions and outcomes from key global consultations related to the SDGs, Beijing Platform for Action and ICPD, to:

- a. Establish and maintain relationships with law and policy makers in the areas of SRHR, women's rights and gender justice (via output 2.4 and 2.5) at country, regional and global levels.
- b. Provide direct policy development support, proposals and recommendations around priority issues to policy-, law- and decision-makers at national, regional and global levels with support from and in coordination with Alliance members and partners.
- c. Support the design and implementation of policies, laws and guidelines that incorporate gender transformative interventions to engage boys and men in sexual and reproductive health and rights, women's rights and gender justice, together with members, board and regional networks.

Output 2.7) Policies, laws and statements by policy makers on SRHR, women's rights and gender justice are monitored on gender transformative approaches inclusive of men and masculinities perspectives, by MenEngage Alliance and members and partners at global, regional and country levels

The Global Secretariat will continue to monitor UN and other inter-governmental policy making spaces, primarily the annual CSW, CPD, UNSCR 1325 commemoration, CEDAW Committee, HRC, regional inter-governmental bodies such as African Union, European Union, OSCE, and their progresses around Agenda 2030 and the SDGs. MenEngage Alliance members and partners in regional and country networks will continue to monitor the translations of global commitments around the policy changes to be achieved on SRHR, women's rights and gender justice at the country and regional levels, including holding governments to account. MenEngage Alliance will:

- a. Develop policy monitoring tools in collaboration with MenEngage Alliance members and partners, including on gender transformative approaches inclusive of men and masculinities in relevant global, regional and national policies relates to SRHR, women's rights and gender justice.
- b. Coordinate the development of relevant policy analysis and monitoring reports with a focus on policy and legal reform and progress of policy makers at national, regional and global levels around priority issues.
- c. Disseminate the policy analysis and monitoring reports and tools around priority issues via social and other media platforms.

Result Area 3

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 including HIV/Aids, gender based violence, women's rights and gender equality by 2020.

MenEngage Alliance consists of most of the leading voices and experts on men and masculinities work, who collectively possess a wealth of knowledge and information on promising practices and lessons learned, around efforts to change discriminatory gender norms, focusing particularly on men's and boy's attitudes, responsibility and roles related to SRHR, gender-based discrimination and violence, unpaid care work, peace and security issues, etc. At the same time, there is still a gap in awareness of and knowledge about gender transformative, feminist and rights-based work on men and masculinities among many practitioners and policy makers – including civil society and NGO workers, activists, governments, donors and UN agencies. In the next strategic phase MenEngage Alliance will strengthen its role as knowledge and information hub and go-to-resource on qualitative men and masculinities work, as a contribution to strengthen the field of practice and decision makers to advance gender transformative policies and interventions to advance SRHR, women's rights and gender justice.

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.

MenEngage Alliance will continue facilitating the exchange of information and knowledge across the Alliance and with the broader field in an increasingly structured manner. The Alliance will support the identification, collection, packaging and dissemination of good practices and lessons learned of members and partners, thereby empowering them and amplifying their voices, and contributing to increased awareness and attention by policy makers and practitioners on gender transformative policies and interventions inclusive of a men and masculinities perspective, to advance SRHR, women's rights and gender justice.

Outcome 3 Indicators:		Baseline	Target
1.	Quality of publications by MenEngage Alliance and members by 2020 on GTA, men and masculinities matters related to SRHR, women's rights and gender justice	-	TBD
2.	# of organizations, academic institutions, government agencies and programs utilizing analysis and evidence from MenEngage Alliance members, partners and allies by 2020	-	700
3.	# of publications, news-items, stories highlighting MenEngage Alliance members' work by 2020	-	1000
4.	# of requests and downloads of documents and materials produced by MenEngage Alliance members and partners at country, regional and global levels by 2020	-	TBD

Output 3.1) MenEngage Alliance knowledge management & communications (KM&C) strategy developed and implemented with regional and country networks and at-large member organizations

MenEngage Global Alliance will develop a comprehensive Knowledge Management and Communications strategy and infrastructure that builds on current strengths, learns from past challenges, and increases the impact of the information the Alliance produces and shares. The KM&C infrastructure will prioritize enabling opportunities for the field to connect virtually, to exchange information around the Alliance's members and partners efforts to challenge and transform discriminatory gender norms, focusing particularly on men's and boy's attitudes, responsibilities and roles related to SRHR incl. HIV/Aids, VAW/GBV, unpaid care and peace & security. This further will strengthen the sense of community within the Alliance. MenEngage Global Alliance will:

- a. Form and coordinate a Communications and Knowledge Management Working Group that will serve as the key reference group for strengthening the communication and knowledge management strategy of the Alliance.
- b. Develop a comprehensive communications and knowledge management strategy, based on the regional strength and needs assessments and work-plans (output 1.1) and informed by the Alliance's analysis and priority issues on SRHR, women's rights and gender justice. This strategy will contribute to the Alliance's network building and advocacy work, formulating concrete goals, and providing strategies for their realization.
- c. Track relevant news and information related to GTA, men and masculinities in SRHR, women's rights and gender justice, and share broadly with members and relevant stakeholders on matters that are relevant to the mission and vision of the Alliance.
- d. Develop and implement a social media strategy, as a component of the KM&C strategy of the Alliance.
- e. Maintain social media platforms including Facebook, Twitter and Linked-In and utilize the Alliance's online presence to amplify voices of our members and circulate relevant information around GTA, men and masculinities and priority issues related to SRHR, women's rights and gender justice.
- f. Organize and support various social-media mobilization activities, such as twitter-chats and twitter-based advocacy, in order to raise awareness on priority issues and reach broad audiences.
- g. Strengthen relationships with relevant and popular media outlets, such as The Guardian, Huffington Post, Open Democracy and Tomson Reuters Foundation.
- h. Facilitate access to media spaces of MenEngage Alliance members and partners to develop and publish content related to GTA, men and masculinities in SRHR, women's rights and gender justice suitable for mainstream media, such as op-eds, blog posts and critical articles on timely issues relevant to MenEngage Alliance's priorities.

Output 3.2) MenEngage Alliance knowledge products on transforming masculinities and engaging men and boys in priority issues related to SRHR, women's rights and gender justice developed and disseminated at country, regional and global levels

MenEngage Alliance will continue producing relevant knowledge products, including discussion papers and synthesis reports, to generate greater understanding of boys' and men's multiple roles in various issues (masculinities) related to SRHR, women's rights and gender justice and identify opportunities to engage men and boys as agents of positive change, alongside women and girls, and further strengthen the call for SRHR, gender justice and human rights. These products are intended

to share information, spark discussion and further exploration by members, partners, and potentially new allies. 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; and links to newsworthy articles. MenEngage Global Alliance will:

- a. Produce and disseminate appropriate knowledge products, especially discussion papers and synthesis reports, as well as various communication materials, as relevant for advancing the mission and vision of the Alliance related to GTA, men and masculinities in advancing SRHR, women's rights and gender justice.
- b. Coordinate the production and dissemination of the e-newsletter through various listservs and social media outlets, inclusive of thematic priorities.
- c. Support disseminating various issue-, campaign- or initiative-based newsletters or materials produced by MenEngage Alliance members, partners and stakeholders, inclusive of thematic priorities of the Alliance.

Output 3.3) Case-stories about promising practices and lessons learned on gender transformative work with men and boys issues related to SRHR, women's rights and gender justice identified, packaged and disseminated with MenEngage Alliance at country, regional and global levels

MenEngage Alliance will facilitate the collection, packaging and wide dissemination of case stories around members' efforts to change discriminatory norms, focusing on men's and boy's attitudes, responsibilities and roles related to SRHR, GBV, unpaid care work and peace and security - highlighting the work of members and partners. These case stories will feature promising practices, and include implementation challenges and lessons learned, through a most significant change perspective. The cases intend to stimulate to action and will support programming, advocacy and policy strategies of the Alliance and members and partners, as well as to inspire political commitment among decision makers. MenEngage Global Alliance will:

- a. Identify and collate promising practices in the form of case stories on GTA with men and masculinities related to SRHR, women's rights and gender justice, package the stories so that they communicate with policy makers, including by linking them to the SDGs, and disseminate them widely at global policy-making events.
- b. Support in organizing and facilitating capacity development initiatives on case-story development with Alliance members at country, regional and global levels.
- c. Disseminate these case stories online, on the website, according to searchable terms: by country, region, issue (SRHR, HIV/Aids, GBV, unpaid care, peace & security, faith-based, etc) and strategy.
- d. Facilitate members' capacity strengthening on case-story development, by facilitating connections between members with expertise and sharing relevant tools, providing technical support and support in disseminating case stories via various communication platforms.

Result Area 4

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.

MenEngage Alliance has an important role to play in addressing critical concerns and supporting work with men and boys that is gender-transformative, based on feminist and human rights principles, aims to challenge power and privilege, and ultimately to end patriarchy. This calls for ongoing dialogue with key stakeholders, as a valuable contribution to increase mutual understanding, to build trust among movements, and identify commonalities that can build bridges. MenEngage Alliance has initiatives to strengthen accountable practices among members and partners, to inspire the same among the broader field. Including to support the building of partnerships across constituencies that are based on solidarity, equity and shared power. These initiatives in recent years have led to a prioritization of strengthening accountable practices and partnerships in MenEngage Alliance's agenda. Therefore, during the next strategic phase it is a stand-alone result area as part of the comprehensive intervention strategy.

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.

MenEngage Alliance aspires to set good examples of accountable practices with our membership and networks. The MenEngage Global Alliance developed and piloted instruments to promote good practices and accountability within the Alliance: the Global MenEngage Code of Conduct; the MenEngage Alliance Accountability Standards and Guidelines and a Training Toolkit⁶¹ on Accountability. The Alliance also organizes virtual and in-persona dialogue spaces to discuss matter of concern and jointly strategize on the best ways to approach them. The accountability standards and guidelines assist organizations and networks to put into practice MenEngage Alliance's commitments and principles. In the next strategic phase the Alliance will work to further contextualize and implement these tools.

Outcome 4 Indicators:		Baseline	Target
1.	% of members and partners reporting increased understanding of key concepts such as power, privilege, patriarchy, feminism, masculinities by 2020	20%	80%
2.	% of members, networks and partners reporting having tools and procedures in place to deal with accountability issues at country, regional and global levels by 2020	20%	80%
3.	# of partnerships and collaborations with SRHR, women's rights and gender justice actors and organizations at country, regional and global level where MenEngage Alliance is present by 2020	10	40

⁶¹ The MenEngage accountability training toolkit supports members to put into practice the MenEngage Accountability Standards and Guidelines. In addition to provoking dialogue on issues of accountability, the sessions aim to aid organizations to develop concrete prevention and response strategies in cases of breaches of conduct. The toolkit also provides key definitions, a tools for developing a timeline for implementation and a self-evaluation.

Output 4.1) Joint accountability activities organized by MenEngage Alliance members and partners at global, regional and country levels

MenEngage Global Alliance will continue to promote accountability standards and procedures at country and regional levels, including through supporting the contextualized adaptation of the MenEngage Alliance Accountability Standards and tools, developed collectively by our members. This will include the following activities with the membership and partners, in person as well as through virtual platforms:

- a. Support regional networks to conduct an accountability baseline mapping, as a part of the regional strength and needs assessments (Output 1.1).
- b. Coordinate and facilitate capacity and skills building workshops on accountability with MenEngage Alliance members and partners, in collaboration with the regional networks and Global Board members.
- c. Support regional and country network members to contextualize accountability tools in their local realities.
- d. Disseminate accountability tools and publications widely among members as well as the external audience.
- e. Organize and support members and regional networks to organize webinars and online dialogues on accountability concerns and accountable practices.
- f. Organize and coordinate conversations and sessions on accountability at international and local platforms and spaces.
- g. Coordinate, maintain and disseminate the MenEngage Accountability and Partnership Blog series.
- h. Document and disseminate promising practices and experiences around implementation of accountability standards and guidelines among MenEngage Alliance members and partners.
- i. Maintain a database of resources and case stories of promising practices online and in an easily accessible format.

Output 4.2) Collaborative actions among MenEngage Alliance members and partners with leading CSOs/NGOs in the broader field of SRHR, women's rights and gender justice on issues related to SRHR including HIV/AIDS, GBV, unpaid care, peace and security, LGBTQI rights, Youth rights, Child rights, etc. at national, regional and global levels.

MenEngage Global Alliance's at-large members anchor specific priority issues based on their area of expertise within the work of the Alliance, adding value to discourse development and political agenda-setting. Many of these organizations have branches or offices at international, regional and country levels and all of them are part of international networks and partnerships, which further strengthens the network building aspects of the partnerships within MenEngage Alliance. During the next strategic period, MenEngage Alliance will further strengthen its association with the at-large members and non-member women's rights and like-minded networks and associations, such as Women Deliver, AWID, JASS, WEDO, WILPF, Women Thrive Alliance, Women's Major Group, NGO-CSW and One Billion Rising. MenEngage Global Alliance will:

- a. Strengthen partnerships with key global leaders and constituencies within the Alliance, by strengthening interconnectivity of the partnership across country, regional and global levels.
- b. Develop and strengthen partnerships with, and accountability to, SRHR and women's rights organizations and networks, and implement joint campaigns/messaging at occasions such as the Women Deliver, AWID Forum, CSW, CPD, UNGASS and the implementation of the SDGs,

and key campaigns such as 16-days-of-activism against violence against women, One Billion Rising campaign among many others.

- c. Coordinate and facilitate collaborative actions with key SRHR and women's rights organizations and networks on emerging issues of shrinking spaces for civil society and women human rights defenders, with support from members and partners.
- d. Organize public actions and processes to condemn individuals and groups of men that oppose SRHR, women's rights, gender and social justice.

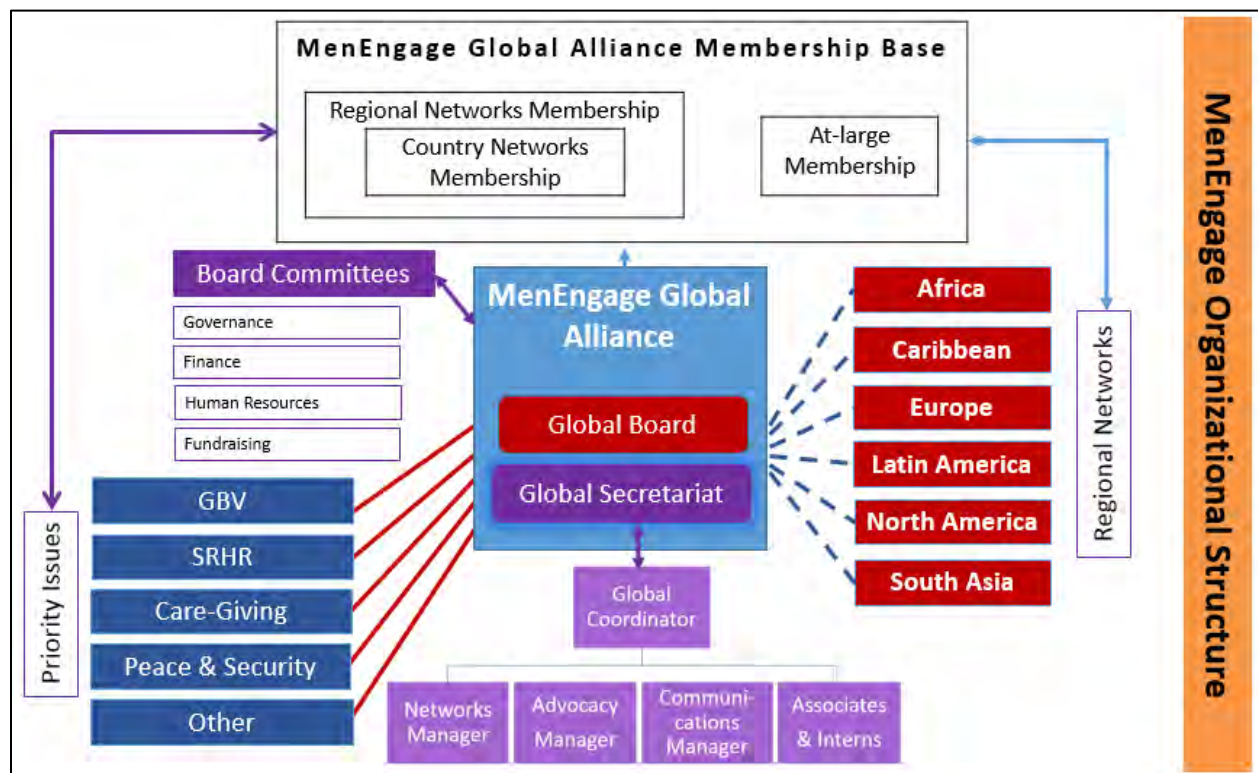
Chapter 4: Management and Operations

This chapter describes how MenEngage Global Alliance's management and operation structure is organized. Under Result area 5 we describe how we will work the coming years to strengthen the structure, and what results are to be expected.

4.1 MenEngage Global Alliance governance structure

As of January 2016, MenEngage Global Alliance is a registered non-profit organization in Washington DC, USA. The incorporation followed a participatory scenario-mapping and unanimous decision by the then Global Steering Committee, concluding formal registration would serve as the best operational model and engine for a well-functioning, democratic and sustainable MenEngage Alliance.

The Global operating model consists of a Global Secretariat, a Global Governance Board, issue-based working groups and governance committees. Its purpose is to anchor the institutional mechanisms and coordination required for the daily functioning of the Alliance, and to sustain the Alliance in the long term. The concept of democratization is central to the Alliance's structure and coordination mechanisms. Enabling the building of good relationships based on trust, cooperation, and the spirit of solidarity has proven essential for the Alliance to move forward and contribute to change. MenEngage Global Alliance will continue focusing on strengthening its institutional setup, so as to realize its aspirations as a democratic and sustainable international network.



MenEngage Global Board

With the establishment of MenEngage Global Alliance as a non-profit organization, the Steering Committee has evolved into a Global Governance Board. The Board consists of international leadership of the MenEngage Alliance, with dedicated seats for one representative per regional network, and organizations from the at-large membership representing key constituencies, approaches and networks at an international level. A deliberate commitment is made to diversity in the Board membership, including seats for key constituencies such as women's rights, youth and LGBTQI organizations. Board membership intends to facilitate meaningful participation in the governance and decision making of the Alliance, as well as in its agenda-setting and programming.

The Board is convened by two Co-Chairs who provide leadership in planning the work of the Board, preside over all Board meetings, guide the development of the Board and ensure its decisions are implemented. They resolve any conflicts that occur within the Board and support in Board performance assessment. They have regular contact with the Global Secretariat and other Board members, and support and provide oversight of the Global Coordinator. They act as figureheads and spokespersons for the Alliance, drive fundraising efforts, and guide the strategic direction of the Alliance.

The Board is responsible for the governance of the Alliance at the Global level. It is responsible for overall policy and strategic direction of the Alliance and delegates responsibility of day-to-day operations to the Global Secretariat staff. Board members act as ambassadors for the Alliance, provide strategic guidance and input on the development and implementation of the strategic plan, attend board and committee meetings, participate actively in sub-committees and working groups, speak on behalf of the Board when requested and support the Global Secretariat in the execution of its work.

The Board has four standing committees: Governance, Finance, Human Resources (HR) and Fundraising. The Governance committee is responsible for facilitating the Board's effectiveness and adherence to MenEngage Alliance's core principles by regularly evaluating the work of the Board as a whole. With support from the Co-Chairs and Global Secretariat staff, it is responsible for leading the recruitment of new Board members and for orienting and mentoring new Board members to ensure they are educated in and fully engaged in the work of the Board. The Finance committee is responsible for ensuring that the Alliance remains in good financial health and that organizational priorities are reflected in the budget; and for reviewing financial statements and reporting any issues to the Board. The HR committee is responsible for overseeing hiring, compensation and evaluation of the Global Coordinator. The Fundraising Committee is responsible for the fundraising strategy of the MenEngage Global Alliance, supporting the Board and Global Secretariat to carry out their fundraising responsibilities successfully.

MenEngage Global Secretariat

The MenEngage Global Secretariat is responsible for governing the non-profit entity *MenEngage Global Alliance*. The Global Secretariat, in close cooperation with the co-chairs and Global Board, will coordinate the implementation of the Alliance's multi-annual program. The Global Secretariat coordinates with donor agencies, strategic partners such as UN agencies, civil society organizations including women's rights organizations and activists, and other relevant actors and institutions that enable the implementation of the Alliance's plans and its overall development.

The Global Secretariat has full-time staff members: a Global Coordinator & Advocacy Manager; a Networks Manager; and a Communications Manager. The Global Coordinator is responsible for team-management, including bi-weekly team-meetings and annual staff performance reviews. The Global

Coordinator is supported by the Human Resources Standing Committee on the Global Board, and reports to the Global Co-Chairs. The GS is further supported by 1-3 interns. While committed to maintaining a lean structure for the coordination of the Alliance's work, in the next phase light expansion of the GS team will be explored, including hiring an Advocacy Manager as a full-time position. The Global office is currently based in Washington D.C, USA. In the next phase a decentralized model will be explored to facilitate the contracting of the most qualified staff.

Activities

The MenEngage Global Secretariat will be primarily responsible for the coordination of the 2017-2020 multi-annual program, seeing to its realization by supporting the Global Board, regional networks and membership to carry out their activities. This includes, but is not limited to:

- Convening meetings of the Global Board, together with the co-chairs;
- Developing the strategic plan, annual work plans and reports for the MenEngage Global Alliance;
- Global implementation and cross-regional coordination of the Alliance's long-term outcomes in the areas of network building, joint advocacy, knowledge management communications, accountability, partnership building, governance and institutional development;
- Support the convening of priority-issues based working groups and their activities, including on GBV, SRHR, unpaid care; and on advocacy, KM&C, and youth;
- Brokerage of expertise and opportunities across the Alliance's members and partners – responding to requests for specific expertise;
- Coordinating and supporting fundraising and resource mobilization activities to cover global costs associated with carrying out these activities; and supporting regional networks to carry out fundraising for their activities with the understanding that the regional networks should strive to become self-sustaining.

4.2 Planning, Monitoring and Evaluation

Seeing to the planning, monitoring and evaluation (PM&E) of MenEngage Global Alliance is the responsibility of the Global Board, comprised of representatives of the membership, through at-large organizations and regional networks representatives. The PM&E activities are implemented by the GS, with the input of the membership, as represented by the Board.

A primary evaluation approach that will be used in this strategic phase is the Most Significant Change (MSC) method. This method involves collecting personal accounts of change, and the systematic selection of the most significant of these stories by panels of designated stakeholders. The key element of the method is an in-depth discussion of values with stakeholders so that learning happens about what is valued within the organization. The method represents a shift away from conventional quantitative, expert driven evaluation methods toward a qualitative, participant-driven approach, focusing on the human impact of interventions. The activity is linked to case story collection and collection and dissemination.

The procedures of the MenEngage Global Alliance will continue (as per 2012-2016) to contain the following elements:

- Annual plans and annual reports of the MenEngage Global Alliance, developed by the GS and presented to the Global Board for their inputs and approval;
- Annual budgets and financial reports, accompanying the narrative plans and reports;
- Annual external financial audit;

- Annual plans and reports of the regional networks, presented by the regional coordinators and developed with their Regional Steering Committees, based on the regional work plans (Output 1.1). These will feed into the global plans and reports as per above;
- Monitoring of financial support by the GS, if applicable, to any of the regional or country networks;
- Quarterly Global Governance Meetings (one in-person and three conference calls) of the Global Board, to review progress and monitor the GS's work;
- Ongoing monitoring by the Global Co-Chairs with the Governance Committee on the overall progress and quality implementation of the annual work plans, in line with the multi-annual strategic plan;
- 2016-2020 external progress evaluation, to be initiated early in 2020, to be presented to SIDA; and to inform the development of the next strategic phase 2020-2024;

4.3 Resource mobilization and fundraising

Securing funding is a priority for the coming years. The Global Co-chairs are committed to fundraising for the Alliance as one of their core priorities, supported by the Board's Fundraising Committee and the GS staff. In its fundraising MenEngage Global Alliance will ensure it keeps within its identified areas of added value, particularly network building and strengthening accountable practices, so as not to compete with its membership base.

MenEngage Alliance has been successful over the years in raising funds to implement its joint activities and strengthen its sustainability, through various grants and project-based contracts, as well as for the 2nd MenEngage Global Symposium, primarily by CHSJ and MenEngage South Asia. Several regional networks have also been able to secure grants for their collaborative work, including MenEngage Africa, Latin America and South Asia. A Fundraising Committee has been established at the Global Board, in which regional network and international NGO representatives work together with the Global Secretariat to decide on the best ways forward for the Alliance's fundraising strategy.

Grants

MenEngage Global Alliance receives the majority of its funding through bilateral donors (government agencies or ministries that directly provide development assistance).

It receives a multi-annual core-grant from the Swedish International Development Cooperation Agency (SIDA) to support the implementation of the Alliance's multi-annual program. This core-grant finances the core-functioning of the Global Governance model - in support of the work of the Regional Networks, the Country networks, and the broader membership.

MenEngage Global also receives a multi-annual grant from the Dutch Ministry of Foreign Affairs for a program on violence prevention (Prevention+) sub-granted through Dutch development organization Rutgers, supporting the core-strategies of MenEngage Global Alliance, with an emphasis on advocacy and accountability, to promote transforming masculinities and engaging men and boys in violence prevention.

Based on MenEngage Global Alliance's value addition – identified by the Global Board in its core-strategies as facilitating network building, joint advocacy, knowledge management and communications, accountable practices and partnership building, and strengthening governance structures - MenEngage Global may be part of joint grant applications with members. (The Prevention+ program with Rutgers, Sonke Gender Justice and Promundo is a successful example.)

The 2017-2020 plan outlines the overall strategy for the Alliance at country-regional-global levels, hence it is ambitious in scope. The purpose of the proposal is to support further resource mobilization in order to cover the full implementation of the plan. The articulation of this multi-annual plan in turn aims to support country and cross-regional connectivity in their own fundraising.

Regional networks work together to secure grants. MenEngage Africa, South Asia and Lebanon have an annual grant from NORAD (2014, 2015, 2016, to be determined for the following years) to support South-South exchange. MenEngage Global adds value through its core strategies.

As was decided in 2014, MenEngage Global Alliance does not function as a sub-grantor to the regional networks in the sense of a donor-recipient relationship, in favor of an approach based on mutual support and strengthened partnerships. MenEngage Alliance implements a model in which regional networks' members strengthen their cooperation, including through joint fundraising and/or grant-making; or grant-making from one relatively large MenEngage member to other members. MenEngage Global Alliance provides a space to connect, get to know each other's work, build relationships, and exchange information and promising practices. MenEngage Global also broadly disseminates grant-making opportunities among our network.

Project-based contractors

In addition to grants and sub-grants, MenEngage Global Alliance mobilizes funds for the implementation of projects emerging from the program (in line with the overall strategy and vision of the Alliance). Such contracts are between USD 10,000 and 50,000 and come with specific pre-agreed deliverables (organizing of a consultation, an e-dialogue or webinar, production of a collective discussion paper, etc). Contractors include UN agencies, US-based private foundations, and (I)NGOs.

With support from the Fundraising Committee and/or issue-based working groups, MenEngage Global is converting parts of our multi-annual program into project proposals to be presented to potential donors. These include roll-out of experience-collection and case-stories development; youth work; accountability tools; etc. See the budget narrative with the 2016-2020 program for an overview of what is currently funded and which activities require additional fundraising.

As the program extends, MenEngage Global will generate more funds through US-based foundations. To this end the Global Secretariat uses the database of the Foundation Center, a nonprofit based in Washington DC that gathers and analyzes a large data base of donors and foundations providing grants to civil society organizations. This resource is also used to point regional networks and issue-based collaborations within the Alliance to potential donors.

Donations & philanthropy

The MenEngage Global Alliance is eligible for donations. The MenEngage Global Alliance website has a donations button, which will be more actively promoted in the next phase, now that we have incorporated and have better control over our own financial systems. In 2015 and 2016 the Global Alliance received donations from the Glass Lions, through their awards expressing their members' appreciation of non-profit initiatives. We will continue to build our relationship with them.

Membership fees

The MenEngage Global Alliance currently does not charge membership fees. This option will be explored in the next strategic phase.

In the next section we outline the key outcomes and activities we aim to achieve to strengthen our management and operations across the Alliance in 2017-2020:

Result Area 5

A strong, inclusive, democratic and sustainable MenEngage Global Alliance governance model.

Outcome 5)

MenEngage Alliance is an active, membership-led, democratic, sustainable and accountable learning organization that acts in solidarity with its members and partners.

MenEngage Global Alliance, though a non-profit organization in a technocratic sense, is by nature and organization the engine for a network. Its primary function is to support the membership so they can do their work better. The regional networks form the bridge between the Alliance's local and country-level membership and international and global-level activities. Strengthening that bridge within MenEngage Alliance is a priority the next strategic phase:

Outcome 5 Indicators:		Baseline	Target
1.	% of members and partners reporting increased collective actions, participation and sense of ownership at country, regional and global levels by 2020	-	80%
2.	Quality of planning, reporting, operation and governance of MenEngage Alliance at country, regional and global levels by 2020	-	TBD
3.	# of global, regional and country networks having raised at least 80% of their planned budget through independent fundraising activities by 2020	20%	90%
4.	# of inter-country and inter-regional coordinated activities on GBV, unpaid care, peace and security, SRHR and HIV/AIDS issues, including cross-sharing and learning exchanges between and among members, partners and allies taking place at country, regional and global levels by 2020	-	TBD

Output 5.1) MenEngage Alliance Strategic plan and Theory of Change developed, implemented and monitored at global, regional and country levels

The regional networks are the cornerstone of the Alliance. MenEngage Global Alliance supports the regional coordinators, the regional chairs and/or the regional steering committees (depending on the regional structure) in their network building and coordination activities. The Global Secretariat, supported by the Board, will work with all 6 regional networks (as well as with any newly developed regional networks) to support the implementation of their work plans. In order to facilitate this, the MenEngage Global Secretariat will:

- a. Implement MenEngage Alliance's Strategic Plan for the upcoming strategic period.
- b. Develop and implement Theory of Change, based on the nature of the network and its desired contribution to women's rights and gender justice.

- c. Develop and implement a Planning, Monitoring, Evaluation and Learning Strategy (PME&L) for the Alliance, based on the Theory of Change.
- d. Develop annual plans and reports of the Alliance along with the co-chairs and Global Board, based on the annual plans, and submit to relevant donor agencies and to the membership of the Alliance.
- e. Develop annual budgets and financial reports, accompanying the narrative plans and reports, and submit to relevant donor agencies and the membership of the Alliance.
- f. Lead the annual financial audit and related processes, in collaboration with the Treasurer and Global Co-chairs.
- g. Coordinate with the regional and national networks, where applicable, for their inclusion in the development of annual plans and reports.
- h. Organize regular calls and in-person visits to the regional networks to support the development and implementation of regional work-plans.
- i. Participate in regional steering committee meetings, and facilitate the strategic planning or relevant events of the steering committee.
- j. Support the regional networks with their institutional development, by providing technical support to envision appropriate structures for their local contexts.
- k. Support the regional networks in forming and strengthening national networks or sub-regional networks.
- l. Monitor financial support and its use, if applicable, among regional and national networks based on the financial and administrative manuals of the Alliance.
- m. Support the ongoing monitoring by the global Co-chairs and the governance committee of the overall progress implementation of annual work plans.
- n. Coordinate and facilitate the 2017-20 external progress evaluation for the overall strategic plan of the Alliance, and submit the outcome report to Sida and other donor agencies, the Board and Alliance Members.

Output 5.2) MenEngage Global Alliance governance structures in place, participatory and functional at global, regional and country levels

The MenEngage Global Board⁶² is responsible for the governance of the Global Alliance, including the overall policy and strategic direction. The Board delegates responsibility of day-to-day operations to the MenEngage Global Secretariat. Board members act as ambassadors for the Alliance, provide strategic guidance and input on the development and implementation of the strategic plan and multi-annual program, speak on behalf of the MenEngage Global Alliance when requested and support the Global Secretariat in the execution of its work. The Board is convened by two Co-chairs who provide leadership in planning the work of the Board, preside over all Board meetings, guide the development of the Board and ensure its decisions are implemented. They act as figureheads and spokespersons for the Alliance, drive fundraising efforts, and guide the strategic direction of the Alliance. The Board has four standing committees: Governance, Finance, Human Resources (HR) and Fundraising. This structure of the MenEngage Global Alliance enables increased collaboration and support among the network members. MenEngage Global Secretariat facilitates this alliance building through concrete activities, including:

- a. Coordinate and facilitate joint initiatives between the Global Secretariat and regional and country networks, members and partners.

⁶² The Board has dedicated seats for one representative per regional network, and organizations from the at-large membership representing key constituencies, approaches and networks at an international level. A deliberate commitment is made to diversity in the Board membership, including seats for key constituencies such as women's rights, youth and LGBTQI organizations.

- b. Convene meetings of the Global Board, together with the Co-chairs, organize quarterly Global Board calls and joint efforts to advance the mission and vision of the Alliance.
- c. Mobilize relevant Board members for capacity strengthening, advocacy and communications support, based on their area of expertise.
- d. Provide ongoing support and coordination to the committees and working groups.
- e. Brokerage of expertise and opportunities across the Alliance's members and partners and responding to requests for specific expertise.
- f. Lead the development of a comprehensive MenEngage Alliance membership strategy including roles and responsibilities, to support the empowerment of members to participate meaningfully in the Alliance and add value to their own work, as well as the work of the Alliance at a global level.
- g. Coordinate the development of formalized membership guidelines and procedures, based on the various modalities that currently exist at national and regional levels.
- h. Support regional and country networks in adapting these guidelines on their own context and translate them to local languages

Output 5.3 MenEngage Global Alliance resource mobilization and fundraising strategy developed and successfully implemented

MenEngage Alliance has been successful over the years in raising funds to implement joint activities and strengthen sustainability, through various grants and project-based contracts, as well as for the 2nd MenEngage Global Symposium, primarily by CHSJ and MenEngage South Asia. Several regional networks have also been able to secure grants for their collaborative work, including MenEngage Africa, Latin America and South Asia. A Fundraising Committee has been established in the Global Board in which regional networks and international NGO representatives work together with the Global Secretariat to identify the best ways forward for the Alliance's fundraising strategy. At the same time the Alliance acknowledges negative funding trends in the women's rights and gender justice field. Hence, MenEngage Alliance advocates for reallocations and increased funding streams for such work, and aims to use innovative ways to optimize available resources as well as generating additional resources for its work. MenEngage Global Alliance will:

- a. Coordinate and support fundraising and resource mobilization activities to cover global costs.
- b. Support the regional networks with resource mobilization and fund raising activities, including organizing donor meetings, with the understanding that the regional networks should strive to become self-sustaining.
- c. Coordinate with relevant donor agencies, strategic partners such as UN agencies, civil society organizations including women's rights organizations and activists, and other relevant actors and institutions around optimum resource mobilization that can enable the implementation of the Alliance's plans and its overall development.

ANNEXES

A.1 - Management & Operations documents

In separate documents:

- A1. Memorandum of Understanding (MoU, updated June 2016);
- A2a. Articles of Incorporation;
- A2b. Certificate of Incorporation;
- A3. Incorporator Resolution;
- A4. Unanimous Consent Agreement;
- A4a. By-laws;
- A4b. Conflict of Interest Policy;
- A5. Internal Revenue Service (IRS) Employment Identification Number (EIN);
- A6. Board Roles & Responsibilities Manual;

A.2 - Strategic partners

Partnerships with leading organizations and Alliance members worldwide:

 <p>www.advocatesforyouth.org</p>	<p>Advocates for Youth is a nonprofit organization based in Washington, D.C, dedicated to helping <u>young people</u> make informed and responsible decisions about their reproductive and sexual health. They bring a youth perspective to the board and expertise related to Comprehensive Sexuality Education (CSE), LGBTQI rights and other matters related to SRHR. Together with Advocates for Youth MenEngage Alliance strengthens our inclusion of youth perspectives and participation within the Alliance, by connecting Advocates' network of 3200 young people around the world with the MenEngage Alliance membership at country-, regional- and global levels.</p>
 <p>www.amsher.org</p>	<p>African Men for Sexual Health and Rights (AMShEr) is a pan-African coalition of organizations working to promote non-discrimination, particularly based on sexual orientation and gender identity (SOGI) in Africa, and to advance access to quality health services for MSM and LGBTQI persons in Africa, and beyond. AMShEr brings the perspective of LGBTQI communities to the board, as well as its knowledge and experience of combatting homophobia and advocating for the rights of people of diverse sexual orientations and gender identities (SOGI). Through the presence of AMShEr on the board we will deepen our commitment to LGBTQI rights and SOGI within the alliance and support them to make a greater link between LGBTQI issues, and HIV/AIDS, and masculinities.</p>
 <p>www.athenanetwork.org</p>	<p>ATHENA Network works to ensure the centrality of gender equality and human rights in the global HIV response. ATHENA brings expertise in the field of HIV/AIDS to the board, particularly from a women's rights perspective. Together we aim to link the field of engaging men and boys with the field of HIV prevention and response, meanwhile supporting feminist women's rights activism.</p>
 <p>www.inbreakthrough.tv</p>	<p>Breakthrough is an NGO based in India and the US that aims to end all forms of violence against women and girls and works on issues such as domestic violence, sexual harassment, gender-biased sex selection and early marriage. Breakthrough brings a strong women's rights perspective to the board as well as experience working with adolescents and youth. They are experts in out-of-the-box communications and campaigning, and together we will strengthen our activism.</p>

	<p>CARE International is one of the world's leading international humanitarian agencies working to end poverty around the world, with a focus on women and girls. CARE brings expertise on <u>women's economic empowerment</u> and <u>gender-based violence prevention</u> to the Alliance, in particular in humanitarian aid settings. CARE is also a global network and we will strengthen our connections at regional and national levels across our branches.</p>
	<p>Centre for Health and Social Justice (CHSJ), India is a civil society resource organization working on policy issues related to social justice perspective oriented governance and accountability primarily in the domains of health justice and gender justice. CHSJ focuses on networking, capacity building, research and evidence based advocacy as primary strategies in its work which is grounded in 10 Indian states on different themes. Community action for <u>Health rights, reproductive and sexual health rights, masculinities and gender</u> form the predominant themes of CHSJ's intervention at present. With CHSJ's support, we will develop and roll-out the MenEngage Alliance SRHR Platform for Action.</p>
	<p>EngenderHealth is a US based non-profit organization that works to improve <u>women's health</u> and <u>sexual and reproductive health and rights</u> and bring its expertise in engaging men and partners in sexual and reproductive health and understanding of advocacy for SRHR.</p>
	<p>International Planned Parenthood Federation (IPPF) is a global movement that provides integrated <u>sexual and reproductive health</u> services, and advocates for the right of individuals to realise their sexual and reproductive rights. They bring their global experience of SRHR service provision, programming and advocacy to the Board as well as their vast worldwide network of country- and regional-level offices. With IPPF's support, we will develop and roll-out the MenEngage Alliance SRHR Platform for Action, and connect our regional and country level branches – including to promote approaches that engage men and boys within IPPF programmes.</p>
	<p>Promundo is a Brazilian-based, non-governmental organization with offices in Rio de Janeiro, Brazil, Washington, DC, USA, and Kigali, Rwanda, that work in collaboration to <u>promote caring, non-violent and equitable masculinities and gender relations</u> in Brazil and internationally. Promundo brings its experience as one of the world leaders in research and programming in engaging men and boys for gender justice to the Board, particularly through the IMAGES studies and their training materials such as Program H and P. Promundo is a partner in the Prevention+ programme and the MenCare campaign.</p>

 <p>Save the Children www.savethechildren.net</p>	<p>Save the Children is an international non-governmental organization that <u>promotes children's rights, provides relief and helps support children</u> in developing countries. Save the Children brings its expertise of working with children and adolescents to the board, and through our partnership we will enhance our child rights perspective and our connections with child rights organizations. Save the Children is also a partner in the MenCare Campaign, working to enhance men's roles in caregiving.</p>
 <p>www.genderjustice.org.za</p>	<p>Sonke Gender Justice is a South Africa-based NGO that strives to prevent <u>domestic and sexual violence</u>, reduce the spread and impact of <u>HIV and AIDS</u> and promote <u>gender equality and human rights</u>. Sonke is a leading agency in engaging men and boys and has extensive experience with engaging men as fathers and caregivers, faith based approaches, and community mobilization. Sonke is a partner in the Prevention+ program on GBV prevention and the MenCare campaign, and we will work closely in the coming years to implement those campaigns.</p>
 <p>www.whiteribbon.ca</p>	<p>White Ribbon Campaign is the world's largest movement of men and boys working to end <u>violence against women and girls</u>, promote gender equity, healthy relationships and a new vision of masculinity. They bring their experience of creative campaigning, awareness raising, education and outreach for violence prevention to the MenEngage Alliance Global Board. We will particularly work closely during the 16 Days of Activism and link MenEngage Alliance and White Ribbon branches around the world.</p>
 <p>www.wilpf.org</p>	<p>Women's International League for Peace and Freedom (WILPF) works to create peace through non-violence and by promoting political, economic and social justice for all. They bring their expertise and knowledge of <u>women, peace and security (WPS)</u> to the Global Board, and are strongly rooted in feminist women's rights networks from the local to the international levels. Together we will work to implement the recommendations of the Global Study on UNSCR 1325 – in particular those related to strengthening a men and masculinities lens as a valuable contribution to the women, peace and security agenda, advocate through the UN Security Council in New York and Human Rights Council in Geneva, and pilot concrete partnerships among our country-level branches.</p>

Other global partners (non-Board members)

 www.abaadmena.org/	<p>ABAAD is a Lebanon-based organization with the aim of promoting sustainable social and economic development in the MENA region through equality, protection, and <u>empowerment of marginalised groups, especially women</u>. ABAADs work involves <u>engaging men in masculinities</u> and <u>ending violence against women</u> as one of its main pillars. We are currently collaborating with ABAAD to develop a MenEngage regional network in the MENA region.</p>
 www.rutgers.international/	<p>Rutgers is an international center of expertise on <u>sexual and reproductive health and rights</u> (SRHR) founded and based in the Netherlands. Rutgers is currently not a member of the MenEngage Global Alliance Board, but a partner in the Prevention+ program on GBV prevention, as well as in the global MenCare campaign.</p>
 www.tearfund.org	<p>Tearfund is a leading relief and development organization, working in partnership with Christian agencies and churches worldwide to tackle the causes and effect of global poverty. Tearfund work on <u>gender-based violence prevention</u> using <u>faith-based approaches</u>. We are currently working with them to further develop our work on faith based approaches.</p>

UN Agency Partners



UN Women and the MenEngage Alliance have been working together consistently at the annual Commission on the Status of Women (CSW) and International Women's Day; and increasingly at other global events such as on UNSCR 1325 and on Youth participation. The cooperation around the MenEngage Delhi Symposium was a landmark, including joint work on HeForShe.

The joint publication “Men, Masculinities and Changing Power” (2014) forms the basis for UN Women’s strategy to engage men and boys in their work. In the next phase this partnership will be formalized in a MoU. Plans include MenEngage Alliance’s broad participation in the task force to develop UN Women’s strategy to engage men and boys and collaboration with the HeForShe campaign by linking UN Women with our country networks. MenEngage Alliance will also connect its regional and national networks with UN Women to participate in UN Women’s new strategy of developing Civil Society Advisory Groups. MenEngage Alliance is part of the UN Working Group on Youth and Development and the Task Force on Young Men and Gender Equality” and will deepen its partnership with UN Women and other organizations in the working group over the coming years. Both agencies are also looking to strengthen work on faith based approaches from a gender justice perspective and will work together on this issue.



UNFPA and the MenEngage Alliance have been together in the journey to strengthen MenEngage Alliance since its inception, and together have consistently called attention to a men and masculinities perspective in the SRHR for all agenda. We have worked closely together at the annual Commission on the Status of Women (CSW), and UNFPA's hosted the MenEngage Alliance's caucus meetings at their headquarters in New York.

UNFPA and MenEngage Alliance joined hands to organize the MenEngage Alliance Global Symposiums (in Brazil 2009 and India 2014), and have partnered to produce various publications, including issue-based Advocacy Briefs⁶³ as well as a Global Toolkit on *"Strengthening Partnership with Governments and Civil Society on Gender Transformative programming"*, MenEngage Africa *"Policy Advocacy Toolkit and Policy Reports"*. Furthermore, UNFPA, together with Promundo-US, is an ally in the development of an Eastern Europe & Central Asia sub-regional network. UNFPA is also an ally in other regions for concrete programs and initiatives, such as in Africa and South Asia. In addition, UNFPA has partnered with many MenEngage Alliance member organizations at national, regional and global levels. With these long standing and important foundations, MenEngage Alliance and UNFPA in the upcoming strategic period will strengthen this partnership by having institutional arrangements to formalize this long standing partnership at national, regional and global levels in all the advocacy, networking and programming strategic pillars.



*Empowered lives.
Resilient nations.*

UNDP and the MenEngage Alliance have been working together in strengthening networking and advocacy efforts around men and masculinities in various parts of the world, especially in the Asia and Pacific region. In particular UNDP's regional office for Asia and the Pacific has supported MenEngage Alliance in its initial strategic planning and implementation. The office has also been instrumental in extending support to the South Asia Regional Network during the initial phase of the network development. In recent years this partnership has not been further institutionalized which is recognized as a missed opportunity at both ends. UNDP-HQ participated in MenEngage Global Alliance's strategic planning meeting in 2016, and both agencies have agreed to further strengthen the partnership in the coming years. Formalized collaborations will be followed up during the next strategic period, including through the potential development of a MoU.



World Health Organization (WHO) and the MenEngage Alliance have been working closely to strengthen our partnership since the Alliance's first strategic planning processes in 2009. WHO was instrumental in strengthening the SRHR component of MenEngage Alliance's strategic focus. WHO and the MenEngage Alliance have worked on sharpening the technical aspects of transforming masculinities and engaging boys and men in gender equality on health-related programs and advocacy. However, with changes taking place within WHO, this partnership faded away to some extent. During 2016, the MenEngage Alliance made an effort to revive this strategic partnership and WHO joined the State of the Field meeting in Sweden in 2016. With this renewed introduction, the MenEngage Alliance and WHO are looking forward to strengthening our strategic partnership during the next strategic period.

⁶³ *Sexual Violence in Conflict and Post-Conflict, Engaging Men, Changing Gender Norms: Directions for Gender-Transformative Action & Sports and the Making of Men: Transforming Gender Norms on the Playing Field), Global Toolkit for Action "Engaging Men and Boys in Gender Equality and Health Equity"*

A.3 - Overview of key publications

ORGANIZATIONAL POLICY DOCUMENTS

- [MenEngage Alliance Global Code of Conduct](#) (updated, 2014)
An instrument that helps members remain consistent with the values and principles of the Alliance, both in their personal lives and in our professional and public work.
- [MenEngage Alliance Accountability Standards and Guidelines](#) (2014)
Sets out the twelve accountability standards and guidelines to assist organizations and networks to put into practice the MenEngage Principles and the Code of Conduct. Provides useful ideas for preventing breaches to our Code of Conduct and ways to respond effectively when concerns emerge regarding the conduct of members and collaborating with women's right organizations for alliance building.
- [MenEngage Alliance Accountability Training Toolkit](#) (2014)
Aims to complement and put into practice the MenEngage Accountability Standards and Guidelines. Consists of sessions aim to aid organizations in developing concrete strategies for prevention and response in cases of breaches of good conduct. Also provides key definitions, a tool to develop a timeline for implementation, and another tool to conduct a self-evaluation.

POLITICAL DECLARATIONS

- [Delhi Declaration and Call to Action](#) (2014)
Lays out MenEngage Alliance's political vision, approach and discourse for a gender-transformative agenda to the works on engaging boys and men in gender equality, as well as sets the accountability standard to women's rights activists, organizations and movements.
- [Rio Call to Action](#) (2009)
Lays out the dimensions as well as areas of actions on working with men and boys to achieve gender justice and fulfil the existing global commitments on gender equality.
- [Johannesburg MenEngage Africa Declaration and Call to Action](#) (2009)
Lays out the unified set of education, advocacy, policy and research priorities to advance work with men and boys for gender equality in Sub-Saharan Africa.
- [REDMAS Statement in support of Law 779 on violence against women](#), (2013) Nicaragua MenEngage network

DISCUSSION PAPERS

- [Critical Dialogue on Engaging Boys and Men in Gender Equality: Accountability & Partnerships](#) (2016)
Summarizes and shares the key discussion points, trends and recommendations that emerged from the dialogue, including exploring how can the work truly challenge structures and politicizing work with men and boys, building partnerships, addressing the question of funding, working both together and independently, working with faith leaders and with boys and young men, improving monitoring and evaluation and importantly, building networks for change.

- [Men, Masculinities & Climate Change: A Discussion Paper](#) (2016), developed under the leadership of Promundo US together with Men for Gender Equality Sweden, ANNA Center-Russia, Sonke Gender Justice and MenEngage Global Alliance.
Tries to establish a rationale for understanding boys' and men's multiple roles in climate change by conducting an analysis of masculinities in patriarchal systems that play a contributing role in perpetuating climate change.
- [Financing gender equality: report of a breakfast meeting](#) (2016), jointly organized by AWID, MenEngage Alliance and Rutgers, hosted by the Netherlands' Mission to the UN.
Attempts to summarize the current gender justice financing landscape and an overview of the key concerns around financing the gender equality work, describing the current financing landscape.
- [Change Begins Within: Practices and Processes of Accountability within the Men for Gender Equality Field](#) (2015), compiled by Center for Health & Social Justice.
A compilation of the deliberations at the session 'Change Begins Within: Processes and Practices of Accountability Within the Men for Gender Equality Field,' held during the 2nd MenEngage Global Symposium in November 2014.
- [Men, Masculinities & Changing Power](#) (MenEngage Alliance with UN Women & UNFPA, 2014).
Seeks to start a dialogue about moving forward with efforts that actively engage men and boys in challenging power dynamics and frames the urgency for transformative approach to gender equality.

KNOWLEDGE PRODUCTS FROM THE 2ND MENENGAGE SYMPOSIUM, DELHI (2014)

[A compendium of knowledge products](#) based on the proceedings and presentations of the symposium on a wide variety of topics related to gender and masculinities, such as peace and security, the media, crime, and justice, globalization, fatherhood and caregiving, youth perspectives on engaging men and boys, gender-based violence and accountable practice.

- [Understanding and Responding to Gendered Roots of Violence](#) (2016) Synthesis of Discussions at the 2nd MenEngage Global Symposium, compiled by Center for Health and Social Justice
Explores around strategies and promising practices to end violence by moving beyond the separation or division of the field of violence prevention. The session also witnessed presentations on key research on the drivers of men's use of violence against women including rape and against other men.
- [Globalization and Gender Injustice](#) (2016) Synthesis of Discussions at the 2nd MenEngage Global Symposium, compiled by Center for Health and Social Justice
Explores key features of the current global political economy and its regional, national and local manifestations. The session also explored how these are reshaping gender orders and creating different forms and intensities of gender injustice.
- [Masculinities and Media: Tracking the Stereotypes](#) (2016) Synthesis of Discussions at the 2nd MenEngage Global Symposium, compiled by Center for Health and Social Justice
Explores ways to raise issues and construct the media to engage men, and looks at the ways the media constructs audiences, narratives and themes.
- [Fatherhood and Caregiving](#) (2016) Synthesis of Discussions at the 2nd MenEngage Global Symposium, compiled by Center for Health and Social Justice

Looks at research, policy approaches, activism and corporate reforms that seek to enhance caregiving among men and boys, helping them evolve into caring fathers and partners in parenthood.

- [Masculinities and Culture](#) (2016) Synthesis of Discussions at the 2nd MenEngage Global Symposium, compiled by Center for Health and Social Justice
Looks at how changing nature of the environment, urbanization, evolving family norms, laws, work and work culture, and faith-based organization, are altering masculinities.
- [Masculinities and Gender Justice: Role of India's Public and Private Sectors](#) (2016) Synthesis of Discussions at the 2nd MenEngage Global Symposium, compiled by Center for Health and Social Justice
Examines the need to understand masculinities and inclusion of interventions to address men within different aspects of public and private action and policy making.
- [Twenty Years Since Cairo and Beijing: To What Extend have Men and Boys Been Engaged?](#) (2016) Synthesis of Discussions at the 2nd MenEngage Global Symposium, compiled by Center for Health and Social Justice. Explores the possibilities of building upon current achievements of involving boys and men in gender equality works, in the backdrop of 20 years since the ICPD 1994 and Fifth World Conference on Women in Beijing 1995.
- [Masculinities and Gender Justice: Is there a Role for Development Sector?](#) (2016) Synthesis of Discussions at the 2nd MenEngage Global Symposium, compiled by Center for Health and Social Justice
Explores the efficacy of the development sector – or the lack of it - in attuning gender justice as a value in the society and highlighted its ability to bring about new values of human justice in society around which gender issues crystalize.
- [Masculinities: Coping with Changes](#) (2016) Synthesis of Discussions at the 2nd MenEngage Global Symposium, compiled by Center for Health and Social Justice
Examines the intersection of the changing roles of boys and men in family and society in a new socio-economic paradigm regarding men's self concept as well as relationship with women and other men and their actions. Presents not only the challenges but also identifies ways in which men are creatively coping with these changes and lessons one can draw for their work.
- [Masculinities and Making of Peace and Violence](#) (2016) Synthesis of Discussions at the 2nd MenEngage Global Symposium, compiled by Center for Health and Social Justice
Reflects upon new horizons and possible solutions related to masculinities' intersection with violent conflict, militarization and peace building, including possible short and long term strategies to engage men for peace-building, demilitarizing masculine identities and strategizing on how embrace non-violent masculinities.
- [Globalization, Gender Justice and Social Movement: Impact of Globalization and Social Movements on Gender Justice](#) (2016) Synthesis of Discussions at the 2nd MenEngage Global Symposium, compiled by Center for Health and Social Justice
Assessed the impact of globalization and social movements on gender justice and aims to create a framework for sound social movements that engage with men and set up women as front runners in economic and social progress.
- [Masculinities, Crime and Justice](#) (2016) Synthesis of Discussions at the 2nd MenEngage Global Symposium, compiled by Center for Health and Social Justice

Sifts out the factors that trigger men's use of violence (focused on homicide, sexual violence and rape) while highlighting effective prevention mechanisms and foreground the need for immediate attention to end sexual violence.

- [Youth Perspectives on Work with Boys and Men](#) (2016) Synthesis of Discussions at the 2nd MenEngage Global Symposium, compiled by Center for Health and Social Justice
Explores importance to ensure young people lead efforts to transform gender norms and challenge patriarchy and laid out the argument that the potential to change gender norms depends greatly on the ability of interventions to reach young people in their settings.
- [Beyond the Gender Binary](#) (2016) Synthesis of Discussions at the 2nd MenEngage Global Symposium, compiled by Center for Health and Social Justice
Examines new areas for investigation and understanding beyond the male-female dichotomy and seeing how gender work and conceptualization of gender outside the binary can interrogate masculinity and feminism.
- [State of the Men for Gender Equality Field: Homework for Men](#) (2015)
Comprises an overview by eminent speakers from around the world on where we are on the road to engaging men in driving gender equality. The session laid the course for the symposium held in New Delhi from November 10-13, 2014 with 1,200 participants from 95 countries
- [Changing Landscape on Men and Masculinities](#) (2015) Compendium of Stories of Change in Hindi
Compilation of Stories of Change, in Hindi language, around the changing landscape of notions around Men and Masculinities based on the presentations and stories compiled during the 2nd MenEngage Global Symposium.
- [Windows to Working with Men: Compendium of Interventions and researches from the 2nd Global Symposium 2014](#) (2015), Compiled by Center for Health and Social Justice
This is a series on “challenging masculinities and creating alternate realities” with collection of the synthesis of interventions and researches those were presented, discussed and shared during the 2nd MenEngage Global Symposium in New Delhi, 2104.
- [Dimensions of Change: Stories and Interviews from the 2nd MenEngage Global Symposium 2014](#) (2015) Compiled by Center for Health and Social Justice
Picking up threads from the numerous discussions, opinions and experiences woven at the event by renowned experts as well as other deeply involved participants, this compilation of specially commissioned stories and interviews are snapshots of the current gender issues of the day that impact our daily lives everywhere around the world and need to be known by all.

KNOWLEDGE PRODUCTS FROM LATIN AMERICA COLLOQUIUM, 2015

Outcomes of the 5th Colloquium on Masculinities in Chile, which include essays and presentations
<http://www.coloquiomasculinidades.cl/ponencias-para-descargar/>

- [Descarga las 130 ponencias disponibles aquí](#) (en pdf)
- [Descarga el programa final del V Coloquio de Masculinidades aquí](#)
- [GT1 Masculinidades y Violencias](#)
- [GT2 Paternidades y Cuidado](#)
- [GT3 Salud de los Hombres](#)
- [GT4 Sexualidad y Derechos Reproductivos](#)
- [GT5 Diversidad sexual, Heteronormatividad y Homofobia](#)

- [GT6 Organizaciones de hombres, acción política y movimientos sociales](#)
- [GT7 Debates teóricos y políticos actuales en torno a las categorías masculinidades, género, feminismo y patriarcado](#)
- [GT8 Masculinidades, Trabajo y Familia](#)
- [GT9 Diversidad Etnico Racial y Masculinidades](#)
- [GT10 Políticas Públicas, acción estatal y masculinidades](#)
- [GT11 Debates en la investigación de masculinidades](#)
- [GT12 Masculinidades y Educación](#)
- [GT13 Masculinidades y acción comunitaria \(intervenciones psicosociales con hombres\)](#)
- [GT14 Género y Poder: Masculinidades, Arte, Cuerpo y Cultura](#)
- [GT15 Explotación sexual, trata de personas y trabajo sexual](#)

KNOWLEDGE PRODUCT FROM MENENGAGE AFRICA SYMPOSIUM, 2009

- [MenEngage Africa Symposium Case Studies](#), 2009 Sonke Gender Justice, MenEngage Alliance
Collection of emerging strategies from across Africa to address Gender-based Violence and HIV/AIDS

POLICY ADVOCACY PAPERS

MenEngage Alliance Agenda 2030 and SDGs (Post-2015) advocacy:

- [Comments to the Open Working Group proposal](#) (2014), jointly developed by MenEngage Alliance members.
These are comments on the Open Working Group Draft Report on Sustainable Development Goals (SDGs), primarily around the Goal on Gender Equality, and offering suggestions to strengthen the SDG framework and acknowledge the multiple roles of men and boys: for the benefit of women and girls, for men and boys themselves, and for a world that is just, peaceful and sustainable.
- [Suggested targets and indicators](#) (2014), MenEngage Alliance together with Sonke Gender Justice, Promundo and Rutgers.
Expresses its solidarity with the Women's Rights Groups and UN Women and recommends, within the stand-alone gender equality and women's empowerment goal, to include the three critical targets, accompanied by suggested indicators of work with men and boys.
- [Global Call for Action](#) (2013), MenEngage Alliance together with Promundo and Sonke Gender Justice
Outlines MenEngage Alliance's priority goals within the Post-2015 Development Agenda as well as suggested indicators for inclusion in the measurement of the Sustainable Development Goals (SDGs).
- [Africa Call for Action](#) (2013), MenEngage Africa together with Sonke Gender Justice
Outlines MenEngage Africa's priority goals within the Post-2015 Development Agenda and includes suggestions on how engaging men contributes to each of the proposed new 12 Sustainable Development Goals (SDGs).
- [Advocacy tool for members and partners](#) (2013), MenEngage Alliance together with Sonke Gender Justice & UN Women.
Provides information about the Post-2015 Development Agenda in order for MenEngage partners in all regions of the world to influence the process of developing this future development framework.

MENENGAGE CSW ADVOCACY

- [CSW60 Summary Report](#) (2016)
Gives an overview of the outcomes of CSW60, particularly how they relate to men and boys, and the participation of MenEngage Alliance members and partners at the event.
- [Oral Statement at the General Discussion at CSW59](#) (2015)
Outlining some key points from the Delhi Declaration and ways forward for the engagement of men and boys in the Post-2015 Development Agenda.
- [Oral Intervention at the Panel on Changing social norms to achieve gender equality at CSW59](#) (2015)
Draws attention to the need to transform patriarchal norm-setting and negative forms of masculinities, institutionalize approaches that engage men and boys, adopt an intersectional approach, and build a movement for engaging men and boys, in collaboration with women's rights groups.
- [CSW59 Summary Report](#) (2015)
Provides a summary of the outcomes of CSW59 and their relevance to the engaging men and boys field, and the joint advocacy and activities of the MenEngage Alliance.
- [MenEngage Alliance Call to Action at the Commission of the Status of Women 2013: Making Primary Prevention for Gender-Based Violence a Global Right](#) (2013)
A Global Call to Action focusing on the prevention of violence against women which calls on the UN and state parties to take primary prevention seriously by immediately scaling up evidence-informed, rights-focused prevention efforts, including those to engage men and boys.

MENENGAGE ALLIANCE & UNFPA ADVOCACY BRIEFS

- [Engaging Men, Changing Gender Norms: Directions for Gender-Transformative Action](#) (2013)
Explores the impact of social norms on men's behavior, how the spheres where men are socialized can be changed and the shifts in men's attitudes and gender equitable policies and programs taking hold globally. Offers some key recommendations for the successful engagement of men and boys to transform gender norms.
- [Sexual Violence in Conflict and Post-Conflict: Engaging Men and Boys](#) (2013)
Explores how to engage men and boys in preventing and responding to sexual violence in conflict and post-conflict settings. Discusses the varied roles of men and boys as perpetrators, survivors, witnesses, peacekeepers, police and soldiers, service providers and change makers, and outlines a range of policy and programmatic proposals focused on engaging men.
- [Sports and the Making of Men: Transforming Gender Norms on the Playing Field](#) (2013)
Explores ideas on how to transform sport - an important part of the lives of most boys and many men - to encourage gender equitable attitudes and behaviors, to end harmful forms of masculinity, and to transform masculinity in positive ways.

OTHER PUBLICATIONS

- [Men-streaming in sexual and reproductive health and HIV: A toolkit for policy development and advocacy](#) (2014), IPPF and MenEngage Alliance.
A guide for Non-Governmental Organizations (NGOs) and governments to support the review and updating of existing policies to ensure they fully engage men and boys in Sexual and Reproductive Health and Rights and HIV/AIDS.
- [Men, Masculinities and HIV/Aids: Strategies for Action.](#) (2014), ICRW, Instituto Promundo, MenEngage Alliance, Sonke Gender Justice Network.
The paper provides a brief overview of the following issues related to masculinities: Social and Behaviour Change in Men; Violence against women; Men, Sex Work and Transactional Sex; Men, Substance abuse and HIV/AIDS; Male Circumcision; Men, VCT and Treatment; Male Norms and the Caregiving for People Living with and Affected by HIV/AIDS. It also provides recommended “strategies for action” based on promising practices of engaging men and boys for gender equality and for men’s own gender-related vulnerabilities related to HIV in HIV prevention, care, treatment and support. The paper closes with recommendations for policy and programs on engaging men and boys in addressing the gender dimensions of HIV.
- [Working with men and boys: emerging strategies from across Africa to address gender-based violence and HIV/Aids](#) (2015), MenEngage Africa and Sonke Gender Justice.
Collection of case studies showcasing experiences and lesson learned from some of the innovative programs and policies taking place across the African continent, working with men and boys on issues related to gender, HIV, health, development and social justice through various approaches including community mobilization, education programs, advocacy using the courts, art-inspired community change, workshops, sport, and public policies.
- [State of the World’s Fathers report](#) (2015), Produced by MenCare Campaign, in collaboration with Promundo, Rutgers, Save the Children, Sonke Gender Justice and MenEngage Alliance.
Brings together key international research findings along with program and policy examples related to men’s participation in caregiving; in sexual and reproductive health and rights; in maternal, newborn, and child health; in violence and violence prevention; and in child development.
- [MenEngage reflections on the Barbershop Conference by the governments of Iceland and Surinam](#) (2015).
Shares some reflections in advance of the controversial 2015 Barbershop conference addressing concerns that women would be excluded from the conference. Highlights the historical significance of the conference as well as the importance of including women leaders and activists and clarifies the principles and stance of the Alliance on the role of men and boys in gender justice.
- [Programs for Men who Have Used Violence Against Women: Recommendations for Action and Caution](#) (2014), developed by Promundo, Sonke Gender Justice & RutgersWPF.
Explores how programs for men who have used IPV can be part of comprehensive approaches to ending IPV but that they must be implemented with considerable caution. It reviews the literature on approaches and common program components; summarizes the emerging evidence, including evaluation trends; and discusses the challenges with implementing such programs as well as alternative models for holding men accountable for violence. A section dedicated to implications for Global South settings follows, and the final section presents considerations for the field.

- [Virtual Knowledge Centre to End Violence Against Women and Girls: Men & Boys Module](#) (2015), MenEngage Alliance together with Promundo
This module provides guidance on how to engage men and boys drawing on the knowledge of experts and on existing programs that work. It walks one through the programming cycle giving step-by-step guidance with illustrative case studies and links to tools and other resources.
- [Policy Advocacy Toolkit](#) (2013), Sonke Gender Justice, MenEngage Africa, and UNDP
Outlines policy advocacy conceptual framework and strategies that can be used to influence policy processes, especially those that are counter to the principles of democracy, gender equality and human rights
- [Report - A Call to Men](#), (2012) by Forum to Engage Men (FEM) for gender equality (India MenEngage network). An introduction to FEM and its network strategies and priorities.
- NAMEN Webinar recordings: "[Engaging Men as Allies in Prevention](#)"; "[Conceptualizing and Implementing Accountability in Men's Gender Equity Efforts](#)"; "[Conceptualizing and Implementing Accountability in Men's Gender Equity Efforts](#)"
- [Los hombres ante la violencia de género](#) – Red Entrelazando (Chile MenEngage Network)
- [Engaging Men in Public Policies for the Prevention of Violence Against Women and Girls](#), (2016), UN Women, UNFPA, EME/CulturaSalud, Promundo and MenEngage Latin America
This report reviews impact-evaluated programs that engage men in the prevention and elimination of VAWG. This report does not attempt to map all of the interventions in LAC in the field of engaging men.
- [Manual Preventing Youth Violence. Workshops Gender and Masculinity](#) (manual H Chile) 2011
Prepared by the CulturaSalud organization and its area of masculinities and gender equality EME for the National Service for Minors -SENAME-, Government of Chile, in the context of the project "Strategies for Prevention of Domestic Violence to Work with Teenagers users of Direct Administration Centers and Network Care SENAME.
- [Manual: Working on sexuality, fatherhood and care with young men](#) (Program P) (2014)
This manual is part of Program H and manuals EME Series. It was developed by the CulturaSalud Foundation and its area of masculinities and gender equality EME, with funding from UNFPA.
- [Manual H](#) Uruguay (2015)
This manual is part of H Program and Manual Series H and EME and is recommended by the Global MenEngage Alliance for Latin America tool, and has been adapted to the Uruguayan reality by the Center for Studies on Masculinity and Gender AC, with the support of UNFPA, under the project: "Men for an end to sexual violence against women from a gender and generations", part of the Regional Strategy UNFPA LAC Prevention and Deal with Sexual Violence against Women 2011-2013, with extension 2014-2017.

¹ Democratic Republic of Congo, Ethiopia, Kenya, Mali, Mozambique, Rwanda, Tanzania, Uganda, Zambia, Zimbabwe, Bangladesh, Cambodia, Pakistan, Albania, Belarus, Bosnia Herzegovina, Georgia, Kosovo, Moldova, Russia, Serbia, Colombia, and Guatemala.