



STRENGTHENING CIVIL SOCIETY ORGANIZATIONS AND  
GOVERNMENT PARTNERSHIPS TO SCALE UP APPROACHES

# ENGAGING MEN AND BOYS FOR GENDER EQUALITY AND SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

A TOOL FOR ACTION

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# LIST OF ACRONYMS

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<b>CEDAW</b>	Convention on the Elimination of All Forms of Discrimination Against Women
<b>CSO</b>	Civil society organizations
<b>GDVT-MOLISA</b>	General Department of Vocational Training within the Ministry of Labor, Invalids and Social Affairs (Vietnam)
<b>GDSW</b>	General Directorate on the Status of Women (Turkey)
<b>GBV</b>	Gender-based violence
<b>ICPD</b>	International Conference of Population and Development
<b>IMAGES</b>	International Men and Gender Equality Survey
<b>JICS</b>	Judicial Inspectorate for Correctional Services (South Africa)
<b>LGBTQI</b>	Lesbian, gay, bisexual, transgender, queer, and intersex
<b>M&amp;E</b>	Monitoring and evaluation
<b>MOES</b>	Ministry of Education and Science (Georgia)
<b>MOU</b>	Memorandum of understanding
<b>NGO</b>	Non-governmental organization
<b>RS</b>	Republic of Srpska
<b>SASEM</b>	Turkish National Police's Training Center for Crime Investigation and Research
<b>SRHR</b>	Sexual and reproductive health and rights
<b>TOT</b>	Trainer of trainers
<b>UNFPA</b>	United Nations Population Fund
<b>VAW</b>	Violence against women
<b>WHO</b>	World Health Organization
<b>YMI</b>	Young Men Initiative

# INTRODUCTION

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Today, there is a sizeable breadth of research on the role of men and boys, particularly in the arenas of violence, health, sexuality, and masculinities. This body of research and program evidence demonstrates that the meaningful participation of men and boys in support of gender equality, as well as in the field of sexual and reproductive health and rights (SRHR), including safe motherhood and family planning, can lead to positive changes in their attitudes, perceptions, and behavior that benefit women and girls. In recent years, there has also been increasing recognition of the need to build program approaches and strategies to support the active participation of adolescent boys and young men that recognize the context-specific needs and vulnerabilities of boys and young men themselves and supports engaging men and boys as beneficiaries of and stakeholders in gender equality. That said, according to a review of the implementation of the Program of Action of the International Conference of Population and Development, 'gender norms and male engagement' was a priority for only 22 percent of governments globally and not prioritized in most low- and middle-income countries.<sup>1</sup> Additionally, a World Health Organization (WHO) review of health-based initiatives engaging men and boys found that overall, "these programs have been mostly short-term and in relatively limited target areas."<sup>2</sup> This review states that more needs to be invested in understanding which programs are most effective and how and when to scale them up.

In order to achieve gender equality, the transformation of gender inequitable norms and practices within public institutions must be part of the strategy to achieve a healthy and sustainable future. Strong civil society organization (CSO) and government partnerships are key to making such necessities a reality. More explicitly – governments together with their partners have the resources and ability to replicate evidence-based initiatives – including those pioneered by CSOs that engage men and boys in gender equality and SRHR, in ways that will have larger scale impact over the long term.

## WHAT IS THIS TOOL?

This tool is a living document that provides guidance on good partnership practices that promote strong relationships between civil society organizations and government representatives on engaging men and boys in gender equality and sexual and reproductive health and rights (SRHR). Its goal is to strengthen these partnerships in order to enable the scale up and/or institutionalization of evidence-based approaches to engaging men and boys.

This tool is not meant to be a comprehensive 'how to' on scaling up or institutionalizing programs engaging men and boys for SRHR and gender equality. See Annex 1 for excellent resources on scaling up and institutionalizing programs.

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<sup>1</sup> United Nations, "Framework of Actions for the Follow-up to the Program of Action of the International Conference of Population and Development (ICPD) Beyond 2014," Report of the Secretary General, New York, 2014. Available from: <http://icpdbeyond2014.org/about/view/29-global-review-report>.

<sup>2</sup> World Health Organization (WHO), "Engaging Men and Boys in Changing Gender-based Inequity in Health: Evidence from Program Interventions," Geneva, 2007. Available from: [http://www.who.int/gender/documents/Engaging\\_men\\_boys.pdf](http://www.who.int/gender/documents/Engaging_men_boys.pdf).

## WHO IS THIS TOOL FOR?

This tool is intended for **CSOs** already engaging men and boys in their current programming, such as members of the MenEngage Alliance, and who are looking to collaborate more effectively with government partners in order to scale up and/or institutionalize their approaches. It is useful for **government leaders** who are interested in partnering with CSOs to implement these types of programs and would like to point potential partners to good practices. This tool will also provide insight on how **United Nations Population Fund (UNFPA)**, at the country level, can facilitate government and civil society partnerships on engaging men and boys.

## HOW WAS IT DEVELOPED?

The tool was developed based on the findings that emerged from a global mapping of government-supported initiatives on engaging men and boys in gender equality and SRHR, carried out by Promundo-US, as well as an expert group meeting convened in October 2014 by the UNFPA and Promundo-US.

## WHY IS THIS TOOL NECESSARY?

This tool is part of UNFPA's broader effort to support and strengthen duty bearers' commitment to gender-transformative action. Most existing evidence-based initiatives that engage men and boys alongside women and girls in gender programs are often implemented at a small scale and for a short period of time. More resources are needed to support organizations and their government counterparts to scale up these initiatives in order to have impact. Strong partnerships and meaningful dialogue are often the foundation of such efforts, but no tool on CSO-government partnership building exists particularly as it relates to men and boys. This tool aims to address this gap.

### GENDER TRANSFORMATIVE PROGRAMS

Gender-transformative approaches actively strive to examine, question, and change rigid gender norms and imbalance of power as a means of reaching health as well as gender equity objectives. Gender-transformative approaches encourage critical awareness among men and women of gender roles and norms; promote the position of women; challenge the distribution of resources and allocation of duties between men and women; and/or address the power relationships between women and others in the community, such as service providers or traditional leaders.

**Source:** Elisabeth Rottach, Sidney Ruth Schuler, and Karen Hardee for the IGWG, Gender Perspectives Improve Reproductive Health Outcomes: New Evidence (Washington, DC: PRB for the IGWG, 2009).

## HOW SHOULD THIS TOOL BE USED?

This tool, organized by stages of the program cycle, can be used to highlight key entry points to gain, strengthen, and maintain government support for CSO-implemented programs. It provides guidance on how CSOs can serve as more effective partners in these collaborations. At the same time, it is important to recognize the limitations of this tool – it is **not** meant to be a detailed, operational “how to” on institutionalizing or scaling up a particular program. Instead, it aims to provide generalized guidance to CSOs on how to collaborate with government. This tool can be used to facilitate conversations between CSOs and government leaders to lead, support, and/or fund integrated gender-transformative approaches engaging men and boys.

## KEY DEFINITIONS

### What do we mean by “government”?

- “Government” can mean national government, local government, or any level of governing body in between.
- “Government” can mean branches, ministries, agencies, or other kinds of bodies. Most initiatives included as case study examples in this tool are supported by ministries of health, education, youth, gender, or women’s affairs. There are also examples of successful programs supported by traditionally male-dominated institutions, such as the military and police.
- Government is not a homogenous or static entity. Some groups and individuals will be supportive of programs engaging men and boys in SRHR and gender equality, while others will be reluctant to partner. This support can also change over time as a result of staff turn over, shifting national priorities, and other reasons.

### Government support

Any action taken by a government counterpart that enables the implementation of an initiative and allows it to meet its goals.

### Scaling up

Deliberate efforts to increase the impact of programs successfully tested in pilot or experimental projects so as to benefit more people and to foster related policy and program development on a lasting basis.

### Expansion (also called “horizontal scaling up”)

When innovations are replicated in different geographical sites or are extended to serve larger or new categories of populations.

### Institutionalization (also called “vertical scaling up”)

When formal government decisions are made to adopt the innovation on a national or subnational level and its uptake is promoted through national planning mechanisms, policy changes, or legal action. Systems and structures are adapted and resources redistributed to build the institutional mechanisms that can ensure the sustainability of the innovation beyond the project timeline.

### **NOTE: “Scaling up” and “institutionalization” are related concepts, BUT ARE NOT necessarily the same.**

Some initiatives can be scaled up horizontally but not vertically. For example, a CSO may decide to devote greater resources to expand the geographic scope of an initiative, but may not succeed in gaining government support to institutionalize it within the public system. At the same time, though institutionalization often leads to expansion, it does not have to in all cases. For example, district-level government could incorporate gender-equitable principles into a policy, but this change would only affect the small number of people living within the local jurisdiction and may not increase the overall number of people reached.

Definitions of “scaling up,” “expansion,” and “institutionalization” based on “Practical Guidance for Scaling Up Health Service Interventions,” WHO and ExpandNet, 2009.



# ACCOUNTABILITY TO WOMEN AND GIRLS' RIGHTS

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Accountability to women's rights is crucial to ensuring that the work with men and boys does not undermine feminist principles. Engaging in a more gender relational approach instead strengthens such approaches, especially in SRHR where activists and women's rights defenders claim important and hard-won victories.<sup>3</sup> Therefore, it is important that partnerships between CSOs engaging men and boys and government include transparent, collaborative, and respectful relationships with women's rights organizations as part of the process. This ensures that efforts to engage men and boys benefits women and girls, as well as men and boys themselves, while strengthening the achievement of gender equality overall.

As an example of good practice, the MenEngage Alliance, a network of over 600 NGOs around the globe that are engaging men and boys for gender equality, developed a series of standards and guidelines to promote a culture of accountability to women's rights groups as well as other key stakeholders among its members.

Good practices to promote accountability include the following:

- Hold at least bi-annual meetings with key stakeholders such as women's rights and LGBTQI rights groups and seek out their opinions and constructive criticism
- Nominate at least two representatives belonging to women's rights organizations on your local or national steering committees
- Implement institutional policies that reflect a respect for and commitment to a gender-equitable workplace, such as parental leave and a policy that defines sexual harassment and its consequences
- Set aside time in staff meetings or other spaces to discuss staff members' personal – and gendered – experiences with accountability and power-related issues and outline solutions to address concerns

The full guidelines on accountability are accessible at:

<http://menengage.org/resources/menengage-accountability-standards-guidelines/>  
<http://menengage.org/resources/menengage-accountability-training-toolkit/>

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<sup>3</sup> MenEngage, "MenEngage Accountability Training Toolkit," 2014. Available from: <http://menengage.org/resources/menengage-accountability-training-toolkit/>.

## EFFECTING CHANGE THROUGH INSTITUTIONS

There can sometimes be a contradiction in efforts to use the power of government institutions to bring about changes in societal norms. First, government institutions, such as the armed forces, public education systems, and public health systems, often support and are supported by the same inequitable societal norms that the program may aim to transform. For example, military culture may both rely on predominant ideas of masculinity and patriarchy in order to maintain its position of power in society, and also instill these values in the young women and men who join the armed forces, helping to perpetuate harmful ideas about manhood. At the same time, many of the programs engaging men and boys for gender equality and SRHR can be seen as socially progressive in that they seek to transform inequitable societal norms that infringe on human rights. CSOs can therefore face a dilemma, in that they must work within these existing institutions in order to realize greater reach and impact, while recognizing that doing so can be challenging for a number of reasons, including that these institutions may have deeply entrenched values and practices that themselves are somewhat gender-inequitable. In some cases, CSOs may also put pressure on government institutions to ensure they remain accountable to their human rights obligations. Playing this role can challenge the relationship between government and CSO, especially if they work closely together.

However, governments are not homogenous entities, and there are often progressive individuals and groups who are more supportive of initiatives that challenge prevalent and inequitable gender norms. In some cases, government institutions can also be on the cutting edge of societal transformations advocating for greater change.

An example of government leading society forward in this area comes from the UNFPA-UNICEF Joint Programme on Female Genital Mutilation (FGM)/Cutting: Accelerating Change. As part of this effort, UNFPA supported an advocacy initiative in Kenya that successfully concluded in the passage of the Prohibition of Female Genital Mutilation Act. The act, which for the first time unequivocally criminalized FGM in Kenya, is a critical component in the campaign to end FGM, as the absence of a comprehensive legal framework was one of the main obstacles to the elimination of its practice in the country. The process to pass the act was long and necessitated a number of strategies at different levels, including engaging with CSOs, community leaders, and youth and professional groups. Perhaps most crucial, however, was the support of key government backers, especially men and women parliamentarians, including women from practicing ethnic groups.

In sum, though attempting to challenge deeply entrenched inequitable gender norms and practices is a difficult task, trying to do so by working through government institutions can be challenging but can also represent the greatest potential for bringing about large-scale, long-term changes.

# WHY DO GOVERNMENTS COLLABORATE WITH CIVIL SOCIETY TO ENGAGE WITH MEN AND BOYS?

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According to the findings from the *Report on the Mapping of Initiatives Engaging Men and Boys for Gender Equality and Sexual and Reproductive Health and Rights*, there are many reasons why governments choose to work with civil society organizations.

## 1. OBLIGATION AS DUTY BEARER

Governments have the obligation as duty bearers under international human rights law to respect, protect, and fulfill the human rights of all of their citizens, including those related to gender equality and SRHR. Many international treaties, conventions, and local constitutional obligations in some places include standards related to SRHR.<sup>4</sup> The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), currently in force in 187 out of 194 countries worldwide, outlines an extensive set of rights which women and men should be able to exercise freely and equally, covering the areas of politics and citizenship, education, employment, health, economic and social life, and marriage and family.<sup>5</sup> For those governments who have signed and ratified these conventions, they are obligated not only to respect, protect, and fulfill these rights, but also to report on their progress in meeting these responsibilities via the relevant treaty bodies, as outlined in the treaties themselves.<sup>6</sup> Supporting initiatives engaging men and boys is seen by government actors as a concrete strategy to meet those obligations.

## 2. RECOGNITION OF A SOCIAL NEED OR BENEFIT

According to key experts, government leaders see engaging men and boys as an effective strategy to address a specific need within a community. In other cases, governments respond to a need after constituents bring it to their attention. In an example of the latter, the “My Rights” program was carried out in select schools in Georgia by UNFPA, the Center for Information and Counseling on Reproductive Health-Tanadgoma, the Georgian Ministry of Education and Science (MOES), and the National Center for Teacher Professional Development. Following the implementation of the program, MOES decided to incorporate aspects of the “My Rights” curriculum into the national educational plan based on the success and expressed support from students, parents, and teachers.

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4 International treaties which reference SRHR include: International Convention on the Elimination of All Forms of Racial Discrimination (ICERD), International Covenant on Civil and Political Rights (ICCPR), International Covenant on Economic, Social and Cultural Rights (ICESCR), Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (CAT), Convention on the Rights of the Child (CRC), International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families (ICRMW), Convention on the Rights of Persons with Disabilities (CRPD).

5 The only states that have not ratified CEDAW are the United States, Iran, Somalia, Sudan, South Sudan, Palau and Tonga, “Ratification Status for CEDAW - Convention on the Elimination of All Forms of Discrimination against Women,” Office of the High Commission for Human Rights, accessed on October 13, 2014, [http://tbinternet.ohchr.org/\\_layouts/TreatyBodyExternal/Treaty.aspx?Treaty=CEDAW&Lang=en](http://tbinternet.ohchr.org/_layouts/TreatyBodyExternal/Treaty.aspx?Treaty=CEDAW&Lang=en).

6 For a brief explanation of the obligations of duty bearers under international human rights law, see [http://www.unfpa.org/derechos/preguntas\\_eng.htm#faq3](http://www.unfpa.org/derechos/preguntas_eng.htm#faq3).



### 3. ENABLING POLICY ENVIRONMENT

Existing laws or policies that promote efforts to engage men and boys for gender equality and SRHR can spur government leaders to support such programming. In Tanzania, the existence of the *National Multi-Sectoral Strategic Framework on HIV and AIDS* motivated the Tanzanian Ministry of Health and Social Welfare to support EngenderHealth's CHAMPION program. The *Framework* stated that government should find ways to engage men and boys to prevent the spread of HIV and AIDS, and the CHAMPION program presented government leaders with an existing, accessible means of doing so.

### 4. ECONOMIC SENSE

Many government leaders choose to support initiatives that engage men and boys because it produces cost savings in the long run. For example, the Ministry of Health in Brazil recognizes that when men neglect their own health, they will seek costly treatment later on in life. For this reason, the Ministry has invested resources that encourage men to seek preventative care – paid for by the public health system.

### 5. ESTABLISHED RELATIONSHIP WITH THE CSO

Having an established history of successful government collaboration increases the likelihood that government leaders will extend their support in the future. For example, Sonke Gender Justice in South Africa regularly offers and is sought out to provide capacity building opportunities to government counterparts. In part as a result of this ongoing relationship, the government currently supports Sonke's implementation of the MenCare Campaign to promote gender-equitable parenting. As a key partner, the government allows gender-transformative fatherhood groups to operate in many state health facilities across the country and government leaders have spoken publicly in support of the campaign.<sup>7</sup>

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<sup>7</sup> For more information, see: <http://www.genderjustice.org.za/issue-10/launch-of-the-mencare-campaign-in-south-africa>.



# **TYPES OF GOVERNMENT SUPPORT GIVEN TO CIVIL SOCIETY LED INITIATIVES**

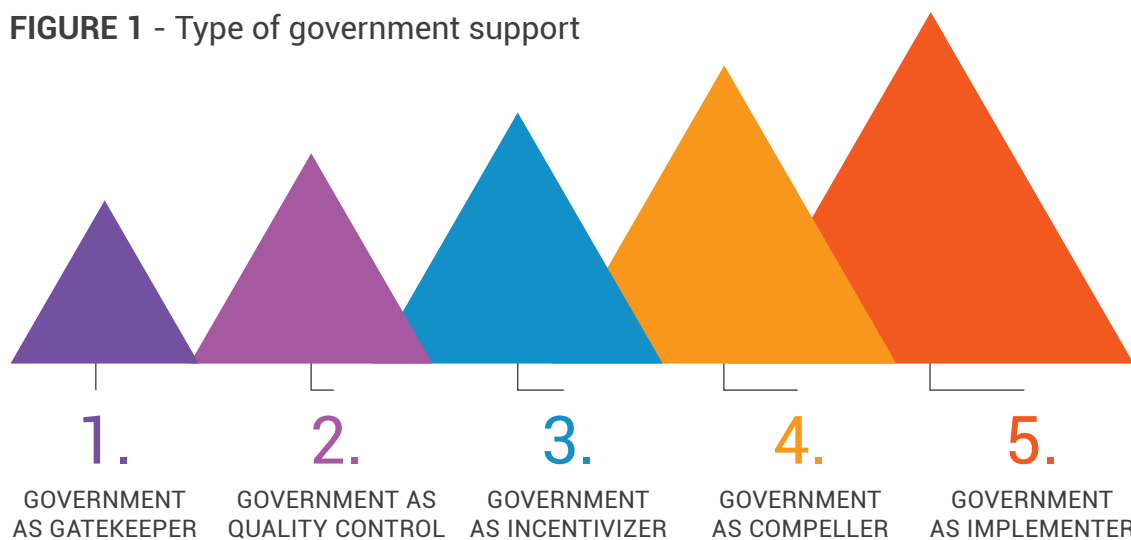
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This section outlines the ways in which governments have supported initiatives engaging men and boys for gender equality and SRHR, classified within the following broad continuum. The examples that are listed to illustrate each type of government support are not meant to be exhaustive.

**NOTE:** These categories are not meant to be mutually exclusive. A single project example could fall into more than one of these categories. For example, government can mandate participation in a program with the military or police ('Government as Compeller'), and at the same time review and monitor the development of materials and components of the implementation ('Government as Quality Control').

**FIGURE 1 - Type of government support**



### Type #1: Government as Gatekeeper

Government grants permission to carry out the project. This is most often required when the implementation sites include public spaces, such as health clinics or schools.

CASE

#### 1. GOVERNMENT AS GATEKEEPER - Project NAM

Save the Children implemented Project NAM in Vietnam from 2006 to 2011 in cooperation with the General Directorate of Vocational Training of the Vietnamese Ministry of Labor, Invalids, and Social Affairs (GDVT-MOLISA). The project trained teachers and peer educators to conduct small-group gender-transformative education sessions in a number of primarily male public vocational schools around Vietnam with the aim of promoting healthy lifestyles and preventing the spread of HIV. The GDVT-MOLISA not only granted permission to carry out the project, but also selected the implementation sites and the teachers to be trained.

**Source:** Questionnaire responses from Le Thi Thuy Duong, Save the Children, August 26, 2014.

## Type #2: Government as Quality Control

Government reviews or monitors components of the project, including but not limited to curricula, campaign materials, or the implementation of the activities themselves, to ensure they meet certain legal requirements and standards. Government may also participate in trouble shooting as issues arise.

CASE

### 2. GOVERNMENT AS QUALITY CONTROL - Turkish National Police Training on VAW

From 2006 and 2011, the Turkish National Police collaborated with UNFPA and the Turkish General Directorate on the Status of Women (GDSW) under the Ministry of Family and Social Policy to carry out a training program for all new recruits, 95 percent of whom were male, on how to prevent and respond to violence against women (VAW), especially in domestic settings. UNFPA helped convene a Training Committee, including experts from local NGOs, that trained a group of 270 police officers as Trainers of Trainers (TOTs), who then trained around 40,000 police officers in their local police stations. UNFPA also worked closely during this project with the Turkish National Police's Training Center for Crime Investigation and Research (SASEM). Representatives from SASEM participated in the initial training of police TOTs and then also monitored the training of police officers in police stations around the country, helping to ensure that the content and methods of training were faithful to the original program design.

**Source:** Presentation by Duygu Arig, UNFPA-Turkey, at the Expert Group Meeting "Partnering with Government and Institutions for Greater Impact: Engaging Men and Boys for Gender Equality and Sexual and Reproductive Health and Rights, Istanbul, Turkey, October 21, 2014.

## Type #3: Government as Incentivizer

Government provides incentives to stakeholders to participate in or support the initiative.

CASE

### 3. GOVERNMENT AS INCENTIVIZER - Promundo's Portal for Gender Equality in Schools

Since 2011, Instituto Promundo in Brazil has collaborated with three state governments and one municipal government to launch and run a website providing online training to public educators aimed at increasing their capacity to implement SRHR, violence prevention, and gender equality-focused education in secondary schools. The trainings, available to educators through Promundo's Portal for Gender Equity in Schools (PEGE, the acronym from its Portuguese name), have been accredited by the relevant state and municipal educational authorities. This accreditation enables educators trained in this curriculum to receive professional development credit. Accumulating such credits allows teachers to meet official professional development requirements, demonstrate additional proficiencies, and become eligible for salary increases.

**Source:** Questionnaire responses and subsequent personal communications with Mary Robbins, Instituto Promundo, December 2014.

## Type #4: Government as Compeller

Government mandates participation in or support of the initiative. In these initiatives, beneficiaries are in effect a “captive audience,” offering a unique opportunity to reach a large proportion of a select population, including those who may not otherwise have had interest or willingness to become involved in the program.

CASE

### 4. GOVERNMENT AS COMPELLER - COPRECOS in Latin America and the Caribbean

The Committee on the Prevention and Control of HIV/AIDS in the Armed Forces and National Police of Latin America and the Caribbean (COPRECOS LAC), established in 1991, is made up of military authorities from 18 countries in the region. With technical support from UNFPA, these military and police institutions conduct mandatory gender-transformative trainings, focusing on HIV prevention, for their recruits, the majority of whom are young men.

**Source:** UNFPA and COPRECOS, “Prevención del VIH/sida en las Fuerzas Armadas y la Policias Nacionales de América Latina: Balance de una Década,” June 2012.

## Type #5: Government as Implementer

Government carries out the initiative itself, with its own funding, sometimes with support of partner organizations.

CASE

### 5. GOVERNMENT AS IMPLEMENTER - Ministry of Women and Vulnerable Populations in Peru

In 2013, the Peruvian Ministry of Women and Vulnerable Populations (MIMP) received technical assistance from UNFPA to design a manual for working with men to prevent gender-based violence. Since then, the MIMP has used this manual to train the staff of Emergency Centers for Women to facilitate small-group workshops with men and develop awareness-raising campaigns in their communities. This initiative is funded by the Peruvian government and the MIMP is currently taking steps to formally institutionalize the program through a ministerial resolution.

**Source:** Questionnaire responses from the office of Dr. Miguel Ramos, General Director of the General Directorate Against Gender-based Violence, MIMP, August 26, 2014.





# **GOOD CIVIL SOCIETY PRACTICES FOR PARTNERING WITH GOVERNMENT**

IN SCALING UP AND/OR INSTITUTIONALIZING  
APPROACHES TO ENGAGE MEN AND BOYS  
IN SRHR AND GENDER EQUALITY

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This tool can be used to highlight key entry points to gain, strengthen, and maintain government support for CSO-implemented projects and programs at each stage of the program cycle (see Figure 2). At each stage, the tool provides guidance on how CSOs can serve as more effective partners in these collaborations and identifies entry points where UNFPA partners can serve as bridge-builders to support the development of such partnerships. It also provides case study examples of how organizations engaging men for gender equality have worked with government to carry out programs and useful tools and resources where you can seek more information and guidance.

It is important to note that not all of these recommended steps will be possible or appropriate for all CSOs to implement in their respective initiatives. CSOs must use their own judgment to determine whether a particular strategy would be relevant and effective.

**FIGURE 2** - The tool is organized by stages of the program cycle



## PLANNING YOUR PROGRAM STAGE

At this stage, CSOs should begin identifying local, national, regional, and global development priorities, seeking partnerships with other like-minded organizations, and crafting a proposal that seeks to improve the state of gender inequality in their setting. This section provides guidance and recommendations on how to do just that.

### 1. CHECKLIST - Planning

- Conduct desk research on the existing laws, policies, and country priorities related to engaging men and boys in order to better understand the enabling policy environment. For example, review national policy and legal instruments on the response to violence against women, global agreements such as UN Country Development Plans (CDPs), CEDAW Concluding Observations, or Universal Periodical Review (UPR) recommendations (<http://www.upr-info.org/en>). Many of these documents will clearly outline country priorities related to engaging men and boys, addressing violence against women, promoting sexual and reproductive rights, and more. Most recently, the Sustainable Development Goals (SDGs) Agenda for Sustainable Development outlines in Paragraph 20 that, "all forms of discrimination and violence against women and girls will be eliminated, including through the engagement of men and boys."
- Conduct a mapping to identify civil society organizations that are active in the thematic area of the proposed project, such as members of the MenEngage Alliance and organizations based in hard-to-reach areas. Explore opportunities for collaboration. Be intentional about seeking partnerships with women's rights organizations in order to maintain men's roles as allies and partners in women and girls' empowerment. See **Box 1: "Don't Go It Alone: Collaborating with Like-Minded Organizations"** for additional guidance.
- Take time to understand prospective partners' values, goals, mission, and capacities around gender equality. Make clear with potential partner organizations that the project is not intended to promote anti-feminist or anti-women's rights sentiments, or competition between women's and men's rights. It is instead aimed at promoting healthier versions of masculinity and gender that value women and girls as equals in every way. As an example of good practice, MenEngage Alliance members share their Core Principles and Code of Conduct with other potential members – documents that outline how they define gender equality and live it in their personal and professional lives. If such documents which lay out the principles of your organization on engaging men and boys do not exist, you can adapt the ones from the MenEngage website as your own.  
  
Read more here: <http://menengage.org/about-us/our-core-principles/>
- Evaluate prospective partners' ability to effectively implement approaches engaging men and boys in line with the values outlined above, such as through a capacity assessment. In your proposal, budget as appropriate to support capacity building with these partners, if needed.

- With partners, conduct a literature review on what is known about the roles of men and boys in gender equality and SRHR in your context and how these support (or don't) women's rights and the work of women's organizations. Share the analysis, observed needs/needs assessment, and identify joint actions.

- Begin identifying the government counterparts and bodies that will have the greatest potential influence on the success of the initiative. Use opportune moments such as trainings, conferences, and public fora such as those organized by UNFPA to identify and preliminarily engage government leaders.

Because personnel and priorities of government are fluid and the sources and strength of support within these institutions is likely to change over time, the goal of a CSO should be to develop positive relationships with a range of government leaders and to become knowledgeable about the way the system operates in order to respond quickly and effectively to these changes. That said, many CSOs experience some distrust from government, making it difficult to establish relationships, let alone partnerships. See the next phase on "Seeking Government Alliances" for more on this.

- Assess the role of the private sector – a part of the country's economic system that is run by companies – as contributors, partners, and beneficiaries of programs engaging men and boys in gender equality. Check out the UN Global Compact, which defines and provides guidelines on partnering with the private sector, for more information.

Website: <https://www.unglobalcompact.org/library>

- Craft a proposal that fits the policy environment and the existing priorities of the government. **See Box 2 "Crafting a persuasive proposal"** for additional information. Don't forget to use examples of positive results and evidence from case studies.

- In the proposal, include an "exit strategy" plan for transitioning responsibility for the project to the government partner, if feasible or if applicable. Consider including staff time for training and development of additional materials to implement the program. Such tools will support your role in providing quality assurance in the early stages of the hand-over. This can include time to collect evidence, capture lessons learned, build capacity of future implementers, and finalize standardized procedures and accompanying materials.

To sustain the integrity of the project after the "exit," develop a set of indicators or minimum standards that would measure if government partners have the structures, capacities, and resources to sustainably implement the project. It is recommended that "handovers" be done in phases with deliberate joint CSO-government activities to facilitate this process. For example, there should be capacity-building activities dedicated to the development of personnel invested in carrying out the program, especially at the most local levels of government.

## BOX 1 - Don't Go It Alone: Collaborating with Like-minded Organizations

Working collaboratively with other CSOs involved in efforts to promote gender equality, particularly those organizations focused on empowering women and girls, is a key ingredient of success in fostering sustainable partnerships with government. Partnerships with women's rights groups not only provide a necessary, complementary perspective to the work with men and boys, *but also help to put in place a measure of accountability*. Accountability to women's rights groups is crucial to ensuring that the work with men and boys does not undermine feminist principles and instead strengthens such approaches. (See previous section on "Accountability to Women's Rights".)

Additionally, approaching the government as part of a broad, organized coalition of like-minded organizations is likely to command more attention from government leaders than efforts coming from any single organization on its own. This strategy is especially important for CSOs with a less established reputation or relationship with the government. Look to see if there is a local MenEngage Alliance network or determine the possibility to create one's own network or coalition.

Finally, coordinating efforts among many CSOs – though sometimes challenging given differing priorities – can make it easier for government leaders to engage in and support a program. A government counterpart potentially interested in supporting a program engaging men and boys could schedule time to meet with representatives from five separate CSOs and read five different project proposals. However, if those CSOs were able to coordinate their efforts and offer a single joint proposal, that government counterpart would only have to meet with one rather than multiple representatives, easing the negotiation process while also promoting coalition building.

## BOX 2 - Crafting a Persuasive Proposal

### **Use data to make the case**

Data can be a powerful tool used to garner support for an initiative, especially when seeking to persuade government leaders who are skeptical of the need to engage men and boys. In the past, statistics that demonstrate the seriousness of a problem such as rates of intimate partner violence or prevalence of HIV/AIDS within male vocational students, or highlight potential entry points to engage men such in family planning decision-making or in maternal, newborn and child health, have been used in the past successfully to convince a leader that action was necessary. Additionally, presentation of evaluation data from similar projects can be used to show that the proposed approach is based on evidence. If it is not possible to provide any data that supports the need for or demonstrates the effectiveness of an initiative, this is likely a signal that more research is necessary before seeking to scale up or institutionalize an approach. See Annex 2 'Sources of Data' for ideas on where to gather data to make the case.

### **Integrate sensitive topics into a more holistic and comprehensive approach**

Programs engaging men and boys for gender equality and SRHR often address issues seen as sensitive or even controversial, such as homophobia and youth sexuality. By integrating sensitive

topics into more holistic programming, CSOs can make it easier for government leaders to lend their support. For example, healthy sexuality could be addressed as part of a broader comprehensive sexuality education or life skills curriculum for adolescents.

### **Understand and be sensitive to government priorities**

A strong proposal will demonstrate an understanding of the government's priorities and needs, how their project will contribute added value, and how it will help them achieve their goals. For example, if a law or policy exists that addresses issues of gender inequality and SRHR, the CSO should cite this language in their proposals and highlight, referencing relevant research, how engaging men and boys would help address these issues. This would serve to helpfully highlight the gap between policy making and implementation. Of course, some governments may be supportive of sexual and reproductive health, but refrain from supporting rights, such as reproductive rights. Civil society organizations should stick to their principles rather than compromising their language.

Additionally, if a CSO's proposed initiative has the potential to translate into cost savings, these kinds of justifications are likely to resonate with government leaders faced with budget limitations. For example, the Ministry of Health in Brazil recognizes that when men neglect their own health they will seek costly treatment later on in life. For this reason, the Ministry has invested resources that encourage men to seek preventative care – paid for by the public health system.

Relatedly, though not always realistic, when asking a government partner to support an initiative of this kind for the first time, it is also helpful to craft the proposal so that it requires as few government resources as possible. For example, if a CSO can adjust an existing program to fit a new context, it will save the expense of designing an entirely new program and can be used as leverage to encourage government to support it.

### **Demonstrate value**

Often, organizations offer valuable experience to the government and it is important to highlight these in the proposal. Though some governments have begun working with men and boys for gender equality and SRHR, for others this will be a new area of work. Therefore, CSOs who have been active in this area for some time demonstrate expertise that the government may lack. Additionally, CSOs working with marginalized populations may enable greater access to these communities. These communities may be more receptive to programs that include the engagement of a CSO with whom they have built trust.

## SEEKING GOVERNMENT ALLIES (CAN BE DONE THROUGHOUT) STAGE

Seeking government allies can be done at any stage, but emerging evidence shows that when partnerships are earlier in the program cycle, they are more effective in promoting scale up or institutionalization of an initiative later on. This section outlines innovative best practices in developing meaningful relationships and partnerships with government. It attempts to take into consideration common challenges faced by civil society, such as shifting government priorities and staff turnover.

### 2. CHECKLIST - Seeking allies

- Recognize government's multiple layers (for example, national, provincial, district, and ward level) and their respective roles and responsibilities in implementing policy. Tailor your efforts to garner government support accordingly. For example, in many countries, district government representatives will work together with civil society principally based upon the priorities outlined in their National Strategic Plans that were negotiated and established by governments at the national level.

- Seek out your UNFPA representative and ask them to support you in building strong partnerships with government on engaging men and boys.

UNFPA plays an important role in linking local level civil society initiatives to national level priorities. They also serve to build bridges between civil society organizations and government by promoting joint partnership. They can also publicly endorse and validate civil society work by nominating representatives to attend global events featuring their work, directly support joint projects, commission research that is useful for civil society's advocacy purposes, and share information on government policies and initiatives.

- Go beyond the usual suspects and identify new avenues and platforms to work with men and boys beyond working in health, education, and gender sectors. Consider seeking allies in other sectors such as in labor, mining, and agriculture.

- Prepare to win over potential government allies on the benefits and advantages of supporting gender-transformative approaches engaging men and boys. **See Box 3 "Working with the Opposition"** for best practices.

- Support male government representatives to understand gender through their own lived experiences as men. Making it personal can help to mobilize male leaders to become agents of change for gender equality and SRHR. At the same time, this process of reflecting on one's own experiences of gender norms/masculinities/femininities can help to mobilize anyone for the cause.

Invite government representatives to become members of the local MenEngage Alliance, if one exists. Check out the membership process online: [www.menengage.org](http://www.menengage.org)

For organizations that have not yet developed relationships with government counterparts, it may be necessary to establish a level of trust. With assistance from UNFPA and organizational partners, be on the lookout for opportunities to take on consultancies or other technical work to show that your organization carries out high quality work.

Invite government leaders to serve on a project steering committee or another leadership body belonging to the project. Assign meaningful tasks to enhance a sense of ownership from the very beginning. **See “Case Example: Government Engagement at the Planning Stage in Cambodia.”**

Invite government leaders to planning meetings and ask for their input on specific aspects of the project, such as identifying prospective implementation sites.

Ask government leaders to review planning documents (for example, logical frameworks, implementation plans, and monitoring and evaluation plans) and provide feedback.

Establish joint indicators on men and boys' engagement with government partners that will be tracked throughout the project and for which all parties will be held accountable.

Establishing identical indicators of success that are incorporated into both the CSO and the government partner's monitoring and evaluation frameworks can be a powerful method of encouraging ongoing government support for project. If government and the CSO are both measuring the same indicators, and especially if they are held accountable for achieving these goals, then their interests are aligned in a meaningful and practical way. In addition, aim to include non-numerical indicators such as those that track the delivery *quality* of gender-transformative education, for example.

Seek to develop relationships with government leaders through interactions beyond professional settings such as meeting for coffee to discuss the project, for example. These kinds of interactions can help build trust and ease communication, making it easier to resolve potential conflicts in the future. However, take care to ensure that these moderate gestures do not conflict with local anti-bribery regulations.

Refine the “exit strategy” as outlined in the “Planning” stage above together with government partners, if applicable.



## BOX 3 - Working with the Opposition<sup>8</sup>

Civil society organizations often face difficulty in convincing government counterparts to support programs that engage men and boys for a variety of reasons. Government representatives may cite financial constraints; others may not understand the well-established link between gender norms and health outcomes; or there may also be a particularly challenging environment towards programs aiming to improve sexual and reproductive health and rights, gender equality, or civil society work in general. Though this tool cannot address all of the unique and context-specific constraints CSOs experience, here are a few best practices to keep in mind to aid in dealing with government opposition:

- Form networks with other organizations. Working as a group makes each member stronger.
- Think strategically. One influential government leader can help persuade many. Before seeking to convince people who may disagree, concentrate on an opinion leader who is likely to be supportive. Use his or her support to convince others.
- Be prepared. Look ahead at who might object to the program and what he or she may say. Consider whether past statements give a sense of what kind of information he or she may listen to. Prepare the message before meeting with the person.
- Pick a persuasive message. Different kinds of information convince different people. For example, a leader may be concerned that a new gender education program will provide “too much” information about sexuality to youth, but will agree that youth need more help understanding and preventing HIV. In this case, emphasizing that the program will prevent AIDS is more effective than giving general information. Focusing on those goals that people agree with will help build common ground.
- Speak in terms the audience understands. People working on gender and health programs sometimes speak to the public using technical terms. Remember to use language that will be understandable to the audience.
- Know when (and when NOT) to be defensive. Sometimes, ignoring the statements of critics makes their opinions sound valid. When opponents use inaccurate information, prepare to answer them either directly or via a strong and recognizable ally with statistics, anecdotes, and other information. Providing this information can give people a sound basis for making their own decisions. It is equally important, however, to know when to back down. When advocates seem to be attacking a popular person or institution, the perception can seriously damage an advocacy agenda.
- Having a public “war of words” with a policy maker might attract attention to the cause, or it might ruin the effort. Think carefully about possible reactions before responding.

Continued on page 24

<sup>8</sup> Adapted from: “Education: Dealing with the Opposition” in “Engaging Men and Boys in Gender Equality and Health: A Global Toolkit for Action”, page 66. Authors: Promundo, MenEngage, UNFPA.

- Encourage open and respectful debate. Communication is essential in order to address the concerns of the public and the objections of the opposition. Participate in events where the program or policy is being discussed. Ensure that all public meetings adhere to rules that encourage order.
- Look for other ways to reach goals. Sometimes, despite everyone's best efforts, advocates are unable to convince a policy maker whose support is critical to the success of the advocacy campaign. One influential opponent may be able to block a plan for a long time. Alternative strategies designed to bring the program forward will need to be considered. For example, if a school headmaster refuses to allow a gender-focused peer education program, advocates for the program might ask another institution, like the local youth center, to base the program there instead.

## CASE

**GOVERNMENT ENGAGEMENT AT THE PLANNING STAGE IN CAMBODIA**

Launched in 2011, the Good Man Campaign coordinated by Paz y Desarrollo, a Cambodian NGO, aims to prevent violence against women through mass media and social mobilization activities. From the beginning, Paz y Desarrollo sought out the support of the Cambodian Ministry of Women's Affairs selecting them to serve as the head of the project steering committee and technical working groups – the bodies that planned and implemented components of the campaign. Currently, the Ministry also oversees the implementation of trainings for military and police related to the campaign. Members of Paz y Desarrollo believe that promoting the Ministry's leadership role within the project from the beginning led to the success of the campaign.

**Source:** Questionnaire responses from Stefano Brigoni, Paz y Desarrollo, September 22, 2014.

## IMPLEMENTATION AND MONITORING STAGE

At this stage, the project is approved and implementation is under way. It is of critical importance that relationships between civil society organizations and government continue to be nurtured. This section outlines ways in which this may be carried out.

### 3. CHECKLIST - Implementation and M&E

- Establish a Memorandum of Understanding (MOU) that clearly outlines the goals of the project, and roles of the partners involved. For example, the role of governments is often to coordinate, monitor, consolidate and report implementation of initiatives engaging men and boys.
- Establish and carry out periodic joint program reviews to consult and validate the progress of the project with women's rights groups, CSOs, government partners, and UNFPA. Consider supplementing these reviews with periodic updates via monthly newsletters, emails, or invitations to board and project team meetings.
- Invite government leaders to project sites to familiarize them with the work. Seeing the project for themselves can help build a sense of ownership. During these visits, invite project participants to speak about how involvement in the project improved household relations between partners or promoted joint decision-making around family planning, for example.
- Provide visible, public recognition of government champions, including male champions, who may in turn inspire other men. These champions must have demonstrated the political will to advocate for gender equality. At the same time, hold those partners accountable who may not be living up to country commitments. **See Box 4: "Shining a Spotlight"**.
- To the extent possible, anticipate staff turnover and government restructuring by building relationships within or across departments within a ministry and across ministries. Remember to make the case for your project by outlining how it fits within that ministry or department's priorities.
- Continue to connect the importance of these gender-transformative approaches with male and female leaders' personal experiences and share best practices on programs that work to engage men and boys.

- Continue to develop relationships with government leaders through one-on-one interactions that aim to build trust and rapport.
- Take advantage of already established government-supported platforms such as national coordinating mechanisms or cluster systems that encourage multi-sectoral dialogue. In these spaces, participants can share project-related lessons learned, provide input on national policy processes, raise issues, and offer opportunities to strengthen coordination on efforts engaging men and boys for gender equality and SRHR.
- Build government partners' ownership over the project by increasing their capacity to take on a progressively greater role in implementation. For example, conduct training on the theoretical framework of the project, operations, or monitoring of the program. Frequently refer back to the indicators and benchmarks that were established in the project proposal's "exit strategy" to track progress.
- For those organizational partners taking on a prominent role in implementation, assist by playing a quality assurance role, including resolving any issues related to program quality or fidelity to program design (if the project is structured in this way). **See Box 5: "Fidelity to Program Design".**
- Cooperate with government or CSO partners to collect and analyze program data based on agreed-upon indicators (if the project is structured in this way).
- Widely distribute the evaluation results to government, CSO audiences and UN partners via newsletters, press releases, membership networks such as the MenEngage Alliance, etc. Don't forget to ask for permission from government partners to distribute results, if necessary.
- Ensure results reports are translated into the local language and brainstorm innovative ways to share these results at the community level.
- Offer technical support to government partners on how to use results data to improve current and future programming on engaging men and boys in gender equality and SRHR and encourage them to do so. To measure progress, consider advocating together with partners for an annual country level benchmarking report on gender equality and SRHR.

## BOX 4 - Shining a Spotlight on Government Support (or Lack of Support)

When a government partner provides support for an initiative, whether through internal advocacy, funding, or other means, the CSO partner should seek opportunities to highlight this support in public spaces, such as through the media. For example, the CSO could hold a press conference or another kind of public event with local media highlighting the government's collaboration. They could also arrange opportunities for the partner to participate in television or radio interviews or panel discussions to explain how the initiative supports the achievement of national goals or priorities. This approach extends equally to government working with CSOs: invite CSO partners to showcase their programs and expertise. Government and CSO partnerships can open doors for others that otherwise may remain shut.

On the other hand, "shining a spotlight" can be a means of promoting accountability in situations where government leaders are unsupportive of gender-transformative initiatives – an essential role of civil society. The methods are likely to be similar as those described above (i.e. speaking out through online and social media, television, radio, or newspapers). It is important to include in these critiques solutions or feasible "asks" directed at government partners. See example below.

## CASE

### HOLDING GOVERNMENT ACCOUNTABLE AND HELPING IT MEET ITS RESPONSIBILITIES

Sonke Gender Justice is working with the Judicial Inspectorate for Correctional Services (JICS), the oversight body for prisons in South Africa that aims to improve their capacity to detect, respond to, and record complaints of sexual violence in correctional facilities. Sonke and JICS collaborated to co-develop an updated system for capturing reported cases of sexual violence. Since then, JICS began officially tracking and publishing these statistics. Sonke's work with JICS is demonstrative of one way in which they are both supporting the government to meet its obligations related to sexual and gender-based violence and holding them accountable.

More information available at: <http://www.genderjustice.org.za/sonke-news/systemic-reforms-to-address-sexual-abuse-of-inmates-successfully-adopted>.

## BOX 5 - Fidelity to Program Design

In some projects, a government partner may agree to take on responsibility for implementing a specific component that they find strategic. For this reason, it is important for the CSO to maintain a monitoring role to ensure that the government partner is implementing the initiative in the way it was originally designed.

At the same time, scaling up or institutionalizing an initiative brings inherent challenges related to the increase in the number of participants, implementers, or project sites. There are also challenges of institutionalizing a gender program due to the difficulties of promoting social norms change because, for example, it requires that the implementer transform her or his own personal attitudes and perceptions around gender first. The CSO partner should be prepared to support the government in dealing with these challenges.

There are also issues of changing government leaders and shifting political priorities that may cause government support for an initiative to decrease over time. The CSO partner should be prepared to hold the government partner accountable to its commitment to support the initiative while being conscious of the changing political environment. See example below.

## CASE

### ONGOING MONITORING OF PROGRAM FIDELITY: PROJECT NAM

Between 2006 and 2011, Save the Children in Vietnam worked closely with the General Department of Vocational Training within the Ministry of Labor, Invalids and Social Affairs- (GDVT-MOLISA), to monitor the implementation of Project NAM, a peer educational program for young men in vocational schools that aimed to prevent the spread of HIV. Save the Children designed a package of monitoring and evaluation (M&E) tools, that they and GDVT-MOLISA staff used during observation visits to small group education sessions in selected schools. They then provided feedback to teachers, who played an advisory role, and to peer educators to ensure that the program was implemented according to its original design and at a sufficient level of quality. The results were made available on a monthly basis to participating schools, and a quarterly report was sent out to national level partners. Throughout the monitoring process, Save the Children and GDVT-MOLISA worked together to resolve issues as they arose.

In 2011, Save the Children's Project NAM came to an end. Around the same time, the GDVT-MOLISA transferred responsibility for continuing the program from one government department to another. When Save the Children followed up six months later, they discovered that government support had decreased and that the current department in charge of the program no longer had sufficient capacity or funding to continue its implementation. Today, Save the Children continues to advocate for the inclusion of SRHR and HIV prevention in the national curriculum with some success, but this example highlights the importance of maintaining strong ties with government partners even after a program has been institutionalized.

**Source:** Questionnaire responses and subsequent personal communications from Le Thi Thuy Duong, Save the Children, August-December, 2014.

## REFLECTION AND REVISION STAGE

By this final stage, civil society organizations and government partners will have achieved at least a basic level of trust and open dialogue related to initiatives engaging men and boys for gender equality. It is such partnerships that enable the scale up and/or institutionalization of approaches that will begin to transform public spaces into more gender equal environments where all can benefit.

### 4. CHECKLIST - Implementation and M&E

- Review the "exit plan" strategy, established in the proposal and project documents together with partners and make the appropriate steps for this new phase.
- Invite government representatives, UNFPA, and CSO partners to end-of-project meetings to evaluate qualitative and quantitative results and ask for feedback on ways to improve future programming. These meetings can provide avenues for ongoing policy dialogue.
- Encourage inter-ministerial dialogue to promote ongoing or new opportunities for collaboration. Government leaders may be more receptive to arguments for supporting initiatives engaging men and boys when coming from another government counterpart. Men and women champions/change agents together can present the benefits of the project.
- Increase inter-governmental communication (inter-state or global) that shares experiences and encourage ongoing or new opportunities for collaboration, harmonizing approaches, and leveraging resources (e.g. platforms for sharing experiences, good practices, and resources). See Case example "Inter-Ministerial Dialogue Leads to Greater Results in the Balkans".

### CASE

#### INTER-MINISTERIAL DIALOGUE LEADS TO GREATER RESULTS IN THE BALKANS

The Young Men Initiative (YMI), led by CARE International in Bosnia and Herzegovina, engaged young men in schools in a gender-transformative group education curricula. It first gained the support of government agencies responsible for promoting gender equality in the Republic of Srpska (RS) and the Federation of Bosnia and Herzegovina, the two principal policy-making entities in the country. Additionally, the RS Gender Agency also advocated successfully for the Ministry of Family, Youth, and Sport to support the program. The combined support of these government bodies made it easier for CARE and its local partners to implement YMI in select public schools, while also promoting the sustainability of the program over time.

**Source:** Questionnaire responses and personal communications with John Crownover, CARE International Balkans, December, 2014.







# ANNEXES

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## ANNEX 1 - Resources for Systematic Scale Up

As stated in the introduction, this tool is not meant to be a “how to” on scaling up initiatives engaging men and boys for SRHR and gender equality. However, there are many tools available for those who are interested in learning about existing research into such efforts and guidance on how to carry it out.

### Practical Guidance for Scaling Up Health Service Innovations

Calls for scaling up successfully tested health service innovations have multiplied over the past several years. Many acknowledge that pilot or experimental projects are of limited value unless they have larger policy and program impact. Moreover, there is increasing recognition that proven innovations cannot simply be handed over with the expectation that they will automatically become part of routine program implementation. While there has been progress, there is still little practical guidance on how to proceed with scaling up. This World Health Organization document can begin to fill this gap.

Download this document at: [http://www.who.int/reproductivehealth/publications/strategic\\_approach/9789241598521/en/](http://www.who.int/reproductivehealth/publications/strategic_approach/9789241598521/en/)

### Nine Steps for Developing a Scaling Up Strategy

The aim of this guide is to facilitate systematic planning for scaling up. It is intended for program managers, researchers and technical support agencies who are seeking to scale up health service innovations that have been tested in pilot projects or other field tests and proven successful.

Download this document at: [http://www.who.int/reproductivehealth/publications/strategic\\_approach/9789241500319/en/](http://www.who.int/reproductivehealth/publications/strategic_approach/9789241500319/en/)

### Scaling Up Health Service Delivery: From Pilot Innovations to Policies and Programs

This book addresses some of the issues involved in scaling up health service delivery. The focus is on ways to increase the impact of health service innovations that have been tested in pilot or experimental projects so as to benefit more people and to foster policy and program development on a lasting, sustainable basis. The book addresses a major failure in the global health and development field: namely, the failure to expand the many successful small-scale pilot or demonstration projects that have been organized around the world so as to benefit larger populations than those initially served.

Download this document at: [http://www.who.int/reproductivehealth/publications/strategic\\_approach/9789241563512/en/](http://www.who.int/reproductivehealth/publications/strategic_approach/9789241563512/en/)

These three documents were produced by the World Health Organization and ExpandNet and are also available from: <http://www.expandnet.net/tools.htm>

## Comprehensive Sexuality Education: the Challenges and Opportunities of Scaling Up

This UNESCO report is divided into four major sections. The first section discusses different conceptual approaches for analyzing scaling up generally and sexuality education specifically. The second section focuses on strategies of scaling up. The third section summarizes the report by providing ten basic principles of scaling up sexuality education and implications for the players involved. Finally, the fourth section includes six country case studies of programs in Finland, Kenya, Nigeria, Tanzania, Thailand, and Uruguay that have been deliberately scaled up.

Download this document at: [unesdoc.unesco.org/images/0022/002277/227781E.pdf](https://unesdoc.unesco.org/images/0022/002277/227781E.pdf)

**Source:** Doggett, Elizabeth, and Britt Herstad. "Men Matter: Scaling Up Approaches to Promote Constructive Men's Engagement in Reproductive Health and Gender Equity," Health Policy Initiative, Task Order 1. Futures Group International. Washington, DC. 2008.

## ANNEX 2 - Sources of Data

### Global Health Data Exchange by the Institute for Health Metrics and Evaluation (IHME)

IHME provides rigorous and comparable measurement of the world's most important health problems and evaluates the strategies used to address them. IHME makes this information freely available so that policymakers have the evidence they need to make informed decisions about how to allocate resources to best improve population health.

<http://ghdx.healthdata.org/>

### United Nations Population Fund (UNFPA)

Information about the agency's work engaging men and boys, including research reports, toolkits, press releases, and case studies.

<http://www.unfpa.org/engaging-men-boys>

### Global Health Observatory (GHO) data

The GHO data repository contains an extensive list of indicators, which can be selected by theme or through a multi-dimension query functionality. It is the World Health Organization's main health statistics repository.

<http://www.who.int/gho/database/en/>

### International Men and Gender Equality Survey (IMAGES)

A comprehensive household questionnaire on men's attitudes and practices – along with women's opinions and reports of men's practices – on a wide variety of topics related to gender equality.

<http://promundoglobal.org/programs/international-men-and-gender-equality-survey-images/>

### Partners for Prevention (P4P)

Quantitative and qualitative findings from the 2013 report, "Why Do Some Men Use Violence Against Women and How Can We Prevent It? Quantitative Findings from the UN Multi-country Study on Men and Violence in Asia and the Pacific."

<http://www.partners4prevention.org/about-prevention/research/men-and-violence-study>

### Demographic Health Surveys

**A collection of reports and datasets** on population, health, HIV, and nutrition collected through more than 300 surveys in over 90 countries.

<http://www.dhsprogram.com/>

## ANNEX 3 - Additional Resources

### The Men and Gender Equality Policy Project

A multi-year effort coordinated by Promundo and International Center for Research on Women (ICRW) to “build the evidence base on how to change public institutions and policies to better foster gender equality and to raise awareness among policymakers and program planners of the need to involve men in health, development, and gender equality issues.”

<http://promundoglobal.org/programs/international-men-and-gender-equality-survey-images/>

### Engaging Men and Boys in Gender Equality and Health: A Global Toolkit for Action

Chapter 7 of this toolkit focuses on “Advocacy and Policy” and provides useful information on topics such as creating a strategy for policy advocacy and engaging an audience (including government leaders), along with a number of advocacy case studies. The separate “Tools” section includes practical guidance on building alliances, dealing with the opposition, preparing for lobbying or face-to-face meetings, and writing press releases and letters to the editor.

Chapter 8, “Needs Assessment, Monitoring and Evaluation,” describes when M&E steps should be taken, provides key questions when planning them, and outlines the resources necessary to undertake them. The separate “Tools” section includes an organizational self-evaluation related to monitoring and evaluation (M&E), a sample logical framework, the questionnaire and scoring instructions for the Gender Equitable Men Scale, and other M&E-related resources.

<http://www.unfpa.org/publications/engaging-men-and-boys-gender-equality-and-health>

### Men-streaming in sexual and reproductive health and HIV: A toolkit for policy development and advocacy

Published by the MenEngage Alliance and the International Planned Parenthood Foundation, this document is intended as “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.”

<http://menengage.org/resources/men-streaming-sexual-reproductive-health-hiv-toolkit-policy-development-advocacy/>

- Module A of this toolkit, “Understanding the policy context,” provides a set of key questions and three steps to take before constructing a policy for the engagement of men and boys for SRHR. These steps can also be used as part of the research process in preparation for engaging with government leaders.

- Module C of this toolkit, “Developing a Policy Statement: Engaging Men and Boys,” focuses on creating a policy rather than a concrete proposal, but highlights several areas that may be useful to include in a proposal, including rationale and background for the engagement of men and boys for SRHR, the role of men and boys in improving outcomes, how to address likely obstacles, and plans for monitoring and evaluating the initiative.
- Module E of this toolkit, “Working with stakeholders,” lays out three concrete steps, including a detailed checklist, to help CSOs think through exactly how they will engage other stakeholders, which could include both government and CSO partners.

### **Evolving Men: Initial Results from the International Men and Gender Equality Survey (IMAGES)**

This report summarizes multi-country findings from the International Men and Gender Equality Survey, a comprehensive household questionnaire on men’s attitudes and practices – along with women’s opinions and reports of men’s practices – on a wide variety of topics related to gender equality. The report focuses on the initial comparative analysis of results from men’s questionnaires across the six countries with women’s reports on key variables. Topics included health practices, parenting, relationship dynamics, sexual behavior, and use of violence.

<http://promundoglobal.org/programs/international-men-and-gender-equality-survey-images/>

### **Men, Masculinities, and Changing Power: A Discussion Paper on Engaging Men in Gender Equality from Beijing 1995 to 2015**

This paper’s goal is “to start a dialogue about moving forward with efforts that actively engage men and boys in challenging power dynamics in their own lives as well as in their communities and societies.”

<http://menengage.org/resources/beijing20-men-masculinities-changing-power>





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