



MenEngage Alliance
working with men and boys for gender equality

STRATEGIC PROGRAM



Contents

Glossary of key terms	1
Background and purpose of this multi-year program	4
1. About MenEngage Alliance	5
A brief history	5
Membership, regional & country networks	6
Trusted voice on “men & masculinities” agenda	7
Working with men and boys	8
Transforming masculinities	9
Networks & movement building	10
Field builder and collective strategies	10
2. Problem analysis from a critical men and masculinities lens	12
Gender based violence and gender inequalities	12
What men & masculinities have to do with gender issues	13
Diversity, intersectionality and the need for feminist systems change	14
State of the field on men and masculinities	15
Urgent need to counter the backlash	16
3. Track record of the Alliance	19
Growth and maturation	19
Global convener & agenda-setter	20
Influence on policy change	22
Influence on public discourse	23
Knowledge & evidence building	24
Capacity strengthening & leadership development	26
Strategic partnerships	27
Networks building	28
Environmental assessment and commitment	29
In conclusion	30
4. Intervention logic	31
Vision and Mission	31
How transforming masculinities contributes to better lives for women, girls, LGBTQI and men & boys	32

Issues & themes	34
Socio-ecological change model	35
Accountability to & partnership with feminist movements	36
5. MenEngage Global Alliance Program 2025-2028	37
Goal	38
Outcomes	40
INFLUENCE: Systemic Change	41
IMPROVE, LEARN, and LINK: The Enabling Conditions	42
IMPROVE: Quality and Capacity	42
LEARN: Knowledge and Evidence	43
LINK: Network Sustainability	43
Overview of actors and behavior changes	43
Pathways to Change	46
INFLUENCE: Systemic Change	46
IMPROVE: Quality and Capacity	50
LEARN: Knowledge and Evidence	51
LINK: Network Sustainability	53
Crosscutting functions	55
Communications	55
Governance & Organisational development	58
Planning, Monitoring, Evaluation & Learning	61
Annex I: Environmental assessment summary	64

Glossary of key terms

This glossary provides brief descriptions of how MenEngage Alliance understands and applies the key concepts that are at the core of our work. This glossary can be consulted as a reference throughout reading this proposal document, as not to repeatedly provide detailed explanations in the document itself/texts that follow.

Transform and end patriarchy: We seek to work with 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 structures, and to reform such dualistic and sexist gender orders.

Engaging men and boys: We work with men and boys to encourage their active involvement in ending gender inequalities, advancing women's & LGBTQI 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 all spheres of society to promote progressive policies and institutional practices in favour of women's rights and gender justice.

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

Transform masculinities: We seek to destabilise 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 behaviour.

Gender transformative approaches: Policies, processes and strategies that seek to critically reflect on and transform social norms and institutional practices that create and reinforce gender inequalities. Gender transformative approaches 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. Gender transformative approaches 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.

Feminist approach: We acknowledge that we build on the heritage of feminist women's rights organisations 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

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.

Enabling spaces for dialogue and joint action: MenEngage Alliance, being informed by a feminist approach, engages 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.

Working as allies with women's rights organisations: We are committed to working as allies, and to fostering healthy relationships, with women and women's rights organisations, 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.

men and boys. We commit to listening to and being accountable to women's rights voices; and to institutionalising democratic and inclusive decision making processes within the Alliance.

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.

Accountability: For MenEngage Alliance being accountable is a proactive responsibility. The onus falls on us as individuals, organisations, and as a global community to be accountable in words and deeds. We strive to hold each other and ourselves accountable in the work through our communities at national, regional and global levels, especially to women's rights organisations, LGBTQI organisations, and movements for intersectional feminism and gender justice. By being accountable, we aim to ensure our efforts are effective and impactful for gender equality, women's rights, and LGBTIQ rights for all.

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, and all Alliance organisational and individual members. 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 organisation 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 the USA as a 501(c)3 organisation.

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. This includes oversight of programs and finances, and carrying out fundraising for the organisation MenEngage Global Alliance. The Board consists of representatives from the Alliance's regional networks, international at-large members, and core-constituency groups that the Alliance considers itself accountable to.

MenEngage Global Secretariat, or Global Secretariat (GS), refers to the executive body of the MenEngage Global Alliance. It is composed of a staff-team responsible for the implementation of the Alliance's strategic priorities, carrying out fundraising for the organisation (supported by the Board), and managing the budget. The staff-team is based in various locations around the world.

Background and purpose of this multi-year program

We are pleased to hereby present the MenEngage Global Alliance's 4-year program (January 2025 – December 2028). This program describes the agenda, goals, strategies, and aspired outcomes and outputs of the MenEngage Global Alliance for the period 2025-2028.

This multi-year program builds on the Alliance's strategic plans and lessons from the 4-year programs since 2009. It draws on the voices and expertise of the Alliance's membership and partners, including women's rights and social justice activists and organisations; and the Alliance's political agenda as laid out in the [Ubuntu Declaration and Call to Action](#), the key outcome document of the 3rd MenEngage Global Symposium (2021). It is furthermore informed by Agenda 2030 and the Sustainable Development Goals (SDGs) and other global human rights frameworks that support the realisation of women's rights and gender justice within the broader context of social, economic and environmental justice and human rights. These include the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Beijing Declaration and Platform for Action and its annual reviews, CSW, CPD, Human Rights Council mechanism, High Level Political Forum (HLPF) among other regional and national human rights and inter-governmental mechanisms.

This new program for 2025-2028 builds on the emerging insights from the Alliance's Planning, Monitoring, Evaluation and Learning (PMAEL) strategy, including MenEngage Global Alliance annual plans and reports. In particular, the current program responds to the findings and recommendations of our [external progress evaluation for the period 2021-2024](#). The evaluation assessed the evolution, relevance, value add, and impacts/results of MenEngage Alliance. The Program is furthermore informed by the MenEngage Global Board's strategy meetings in Stockholm, Sweden from 20-24 May 2024.

1. About MenEngage Alliance

MenEngage Alliance brings together more than a thousand members from across the world in a community of practice, who work collectively and individually toward dismantling patriarchal structures and advancing gender equality and social justice. Collectively, we strive to transform patriarchal masculinities and engage men and boys for gender justice.

Our work stems from the pioneering work and ongoing leadership of women's rights and LGBTIQI+ rights movements. We are deeply committed to work as allies, in partnership with and part of feminist movements, at national, regional and global levels.

We are a vibrant coalition of members ranging from grassroots community organisations to actors operating at national and international levels, including committed individual experts, activists and researchers. Our members are involved in addressing a broad spectrum of issues - including ending gender-based violence, advancing SRHR for all, increasing women's economic and political decision making, redistributing unpaid care, advancing LGBTIQIQA rights, countering climate change and building feminist peace. We do so through strategies ranging from working with men in local communities to the halls of power - addressing diverse challenges and opportunities at country-, regional-, and global levels.

Taking a closer look:

A brief history

In 2003 a group of experts and CSOs with an interest in work on men and masculinities within gender equality came together with the vision to create a space to connect, exchange lessons and promising practices, and facilitate collaborations. Similar connections continued to happen at local, country and regional levels for years, with more people and organisations learning and getting associated with the Alliance. A series of consultations led to the formalisation of this space for exchange and collaboration as "MenEngage Alliance" in 2007, including a Global Steering Committee with membership representation. In the years that followed, MenEngage Alliance's approach, activities and partnerships continued to deepen and its governance structures were strengthened. In 2016 "MenEngage Global Alliance" registered as a non-profit organisation, serving as an

engine in support of the Regional and Country networks, the broader membership, and our joint agenda. Today, MenEngage Alliance is the largest international civil society network working on men and masculinities in women's rights and gender justice.

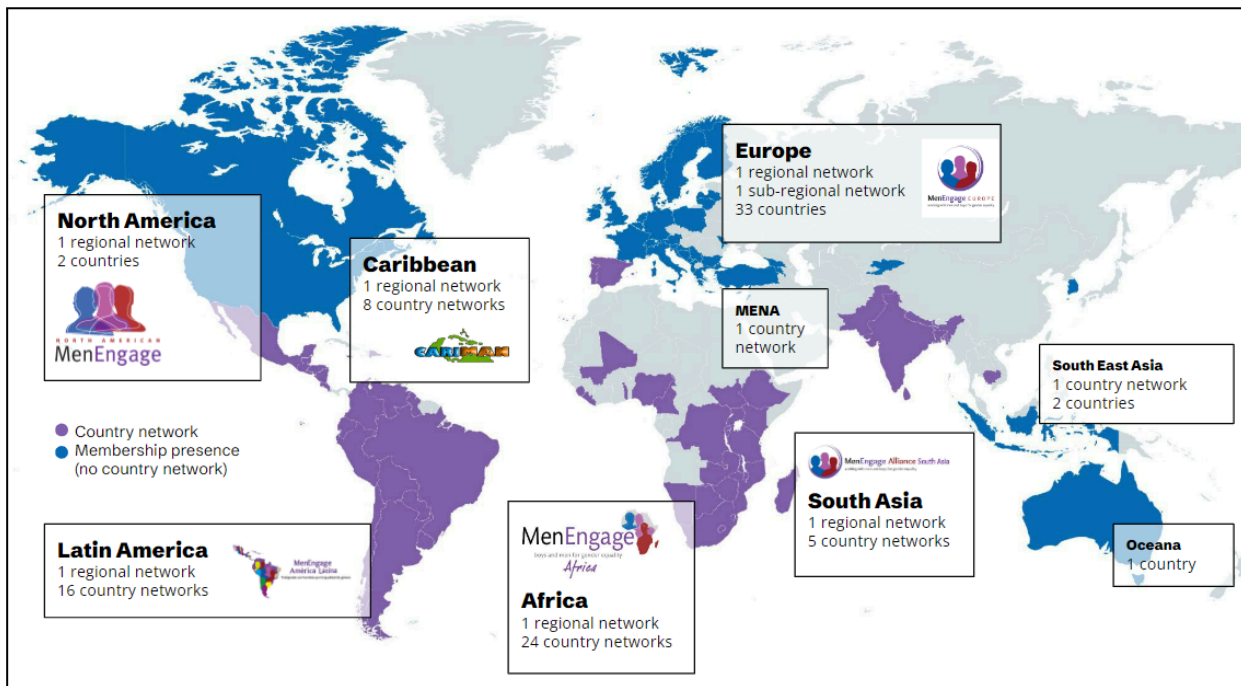
Membership, regional & country networks

MenEngage Alliance is a membership-based network. We bring together a wide scope of diverse organisations and individuals who work together at country, regional and global levels towards a common vision and goals. Our membership consists of many, if not most, of the leading voices on “men and masculinities”¹ in the world, including practitioners, service providers, researchers, activists and donors. Around 70% of our membership is from the most marginalised parts of the world, and are grassroots organisations and activists working in the rural and semi-urban communities directly serving the communities that have been historically and systematically marginalised and in poverty. Our leadership at all levels includes actors and groups that have the greatest potential to influence gender equality efforts in the specific contexts across Africa, Caribbean, Eastern Europe, Middle East, Latin America and South Asia regions and contribute to improving conditions for women, men, girls and boys living in poverty and those furthest behind.

MenEngage Alliance is the space where main actors meet, share information and promising practices, learn from and empower each other, build leadership, and embark on partnerships for joint research, programming and advocacy. Through this approach, the Alliance brings together significant social capital to address the pressing development, rights and justice issues of our time, in partnership with other organisations and activists in the field for gender justice - and increasingly human rights and social justice more broadly.

Our membership currently consists of 1100+ members working together across 92 countries around the world. The network is organised in 6 regional networks (Africa, Caribbean, Latin America, South Asia, Europe and North America) and 52 country networks. We have an emerging regional network in the MENA region.

¹ When we refer to our work on “men and masculinities” we do so as a summary of transforming masculinities and engaging boys and men towards realising gender equality.



See [Annex I](#) for an overview of MenEngage regional networks, country networks, and country-presence.

Trusted voice on “men & masculinities” agenda

MenEngage Alliance has “a unique and very valued voice in the gender equality community”. “There is an increasing sector awareness of the need for progressive, informed voices that reflect a ‘men and masculinities’ perspective, and that address the power that men’s voices still hold in society.” MenEngage Alliance fulfils this important role in the gender equality field. We do so through the collective power of being a worldwide membership-based network, and working in partnership with other actors in the gender equality field. (2024, Comotion and LDH Consulting, MenEngage Alliance Independent Evaluation of Strategic Plan Implementation 2021-2024)

Working with men and boys is never an end-goal in itself. We see our work as providing an added value to the collective struggle to end patriarchy, within the broader agenda of advancing people’s health and well-being, human rights, gender-, social- and climate justice.

This presents a simplified summary of our Theory of Change from our unique voice on men and masculinities, including:

- what has to be changed: patriarchal masculinities and -power
- who are the agents of change that we focus on: diverse men and boys
- how we seek to achieve change: through mobilising our members and partners for collective action

Working with men and boys

An important part of MenEngage Alliance’s strategic role includes working men and boys as a “constituency group”, assuring that their individual and collective processes of change contribute to dismantling patriarchy and transforming masculinities. We work with men and boys as “agents of change” 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 actions in dismantling these very systems, while acknowledging that men and boys are also affected by these patriarchal systems. We work with men and boys in all spheres of society, from individual attitude and behaviour change, to allies in promoting progressive policies and institutional practices in favour of women’s rights and gender justice. We seek to call more men and boys in to critically reflect on their roles and responsibilities, and commit to foster ways of working with men and boys on patriarchal masculinities which are grounded in a commitment to significant social change, and to the social justice struggles on which such change depends.

Through gender transformative approaches, our members promote alternative models of “how to be a man”, and encourage men and boys to take action. Together we seek to improve the quantity and quality of this work, in order to reach large numbers of men and boys and create a critical mass of people who will translate these ideas into practice in their everyday lives. While doing so, an important learning for the Alliance is that working at the micro-level or soft issues is important but not enough to bring about substantive equality and justice. Collectively, we have made our commitment to align to the feminist systems change agenda towards social, economic and environmental justice, and to bring men and boys on board as advocates for systemic transformation and be accountable

allies in gender, climate and social justice agenda (2021, MenEngage Alliance: Ubuntu Declaration and Call for Action).

What are patriarchal masculinities?

Every society has a gender order; an arrangement of political, economic and social relations of power reflecting and reinforcing ideas about gender differences and hierarchies.

Patriarchal masculinities are those ideas about and practices of masculinity that emphasise the superiority of masculinity over femininity and the authority of men over women. Ideas about and practices of patriarchal masculinities serve to maintain gender inequalities and power hierarchies more broadly.

They are expressed individually (in attitudes and behaviour), institutionally (in policies and practices) and ideologically (in social norms and cultural narratives).

(Source: “WHAT is to be changed?” [MenEngage Alliance Strategic Plan](#))

Transforming masculinities

We work to understand patriarchal masculinities— and to transform them. What are patriarchal masculinities? What do they look like? How do they work? Where do they show up? In what ways do they affect people, our communities, relationships, societies, and the world? How can they be dismantled or transformed? Patriarchal masculinities create and maintain unfair, unjust, and unequal gender orders, hence our work aims to dismantle and disrupt it.

As author bell hooks argues, even if individual men rid themselves of male privilege, this does not automatically lead to patriarchy being dismantled. Patriarchy is currently inherent in individuals of all genders, and the cultural, social, economic and political institutions humanity has built across societies. For this reason, the essence of this work is to destabilise stereotypical male gender roles and hegemonic expressions of manhood and work to transform expressions and manifestations of patriarchal masculinities in social norms, ideas, institutions, and systems. Instead, we work to support manifestations

of non-violent, equitable and inclusive notion of manhood, by changing social norms and institutions that shape boys' and men's behaviour.

Networks & movement building

The credibility of MenEngage Alliance's voice is derived through being a membership-based network: we are significant in numbers, and our membership consists of leaders in the field with deep expertise and experiences on "what works" with men and boys to advance gender equality and social justice.

In today's globalised world, issues obstructing people's health and well-being are interconnected and we believe that they are therefore better tackled through collective actions. History has shown that structural change is possible, when people come together in progressive movements. Movements like those for women's rights (suffragists, #MeToo, #NiUnaMas), anti-racism (#BlackLivesMatter), climate justice, and many more - have successfully agendized issues of equality, rights and justice. They have been able to transform social norms and people's lived experiences - through changing public discourse, institutional practices, policies and laws. These approaches and successes inspire us as MenEngage Alliance.

Through being a membership-based network, MenEngage Alliance brings together diverse actors pursuing a common purpose, enabling them to leverage their skills, expertise and resources to expand our collective impact and accelerate change. Well connected social justice networks, like MenEngage Alliance, built on the principles of shared leadership, dialogue, and collaboration - that can create a force larger than the sum of its parts and lead to lasting, transformative change. Together, we can - and have been able to - achieve more than alone. We often refer to this as a "1+1=3" approach: through our networking-approach, we have been able to make significant contributions to building the field on "men and masculinities" for gender equality. (see also our ["track record"](#))

Field builder and collective strategies

MenEngage Alliance strives to build a field of practitioners, researchers, policy-makers, funding partners and other important stakeholders, working together to develop gender

transformative and accountable programmes, policies and narratives to engage men and boys and transform patriarchal masculinities to advance gender equality.

MenEngage Global Alliance has become a pivotal mechanism to anchor, support and bring together the work of members and partners around the world serving to facilitate joint actions to engage men and boys and transform patriarchal masculinities, among key actors in the field.

MenEngage Alliance collectively contributes to gender equality by:

- Influencing policies, programmes and public opinion.
- Engaging in joint actions and partnerships with women's rights and LGBTIQ organisations.
- Strengthening the capacities of members and partners to adopt and use gender transformative approaches to engaging men and boys.
- Supporting MenEngage members in affirming their commitment to accountable gender equality practices.
- Creating conditions, mechanisms and publications for robust learning and knowledge exchange around gender transformative approaches to work with men and boys and challenging masculinities in patriarchal systems.
- Nurturing a vibrant network of CSOs and activists committed to working with men and boys for gender equality and feminist systems change.

2. Problem analysis from a critical men and masculinities lens

To build the case for our work, in this chapter we present a summarised and updated analysis of the current context, problem-analysis and state of the field of work on men and masculinities within the broader objective of realising gender equality for all. The chapter concludes with key take-aways that inform MenEngage Alliance's priority areas of work for the period 2025-2028.

For a more comprehensive and detailed analysis of how masculinities form a common thread in a multitude of global problems, please see the discussion paper "[Contexts and Challenges for Gender Transformative Work with Men and Boys](#)" (MenEngage Global Alliance, 2020). The paper offers a wide-reaching analysis of the political, economic and socio-cultural forces confronting the world today. The paper brings into focus how the world continues to be shaped in profound ways by ideas and attitudes around being a man - in personal behaviour, institutional practices, and ideologies.

Gender based violence and gender inequalities

Violence against women and girls remains unacceptably high. Worldwide, almost one-third 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 higher (2016, WHO). Control of women's sexuality and reproduction is a uniform feature of patriarchy worldwide. Furthermore, LGBTIQ individuals are nearly four times more likely to experience violent victimization, including rape, sexual assault, and aggravated or simple assault - due to their sexual orientation and/or gender identity (2020, the Williams Institute at UCLA School of Law).

Although tremendous progress has been made in the past decades towards gender equality, there is no country in the world that can claim to have achieved it. Despite decades of work by feminist movements across the world, gender inequalities remain a critical challenge and severely undermine progress towards the Sustainable Development Goals (SDGs). [According to the 2024 SDGs progress report](#), the world continues to lag in its pursuit of gender equality by 2030. Violence against women persists, and the reduction of harmful practices is not keeping up with population growth: one in five girls

still marry before age 18; and 230 million girls and women have been subjected to female genital mutilation. Far too many women still cannot realise the right to decide on their sexual and reproductive health. Parity in women's participation in public life remains elusive, and in management positions, at current rates, parity will require another 176 years. Women carry an unfair burden of unpaid domestic and care work, spending 2.5 times more hours a day on it than men.

What men & masculinities have to do with gender issues

(see also: Our unique voice on “men & masculinities” in the [About MenEngage Alliance](#) chapter)

For far too long gender issues have primarily been considered women's issues, placing the responsibility for solving them on women and girls. Changing the attitudes and behaviours of men and boys is essential to transforming social norms & institutional practices that perpetuate gender inequalities. Men and boys constitute the majority of perpetrators of violence, both relational and structural. Existing notions of manhood, or “masculinities”, are oppressive toward women & girls, LGBTIQ individuals, and boys & men themselves. Rigid gender norms socialise men and boys to dominate others, engage in high-risk behaviours, and discriminate against women, girls, & LGBTQI individuals. Research indicates that patriarchal masculinities significantly contribute to and are at the roots of interpersonal and structural violence, including war and militarisation.

A key problem of patriarchy is that it creates a gender order that privileges men over women, and masculinity over femininity. It often operates as a ‘binary’ gender order that divides society into two rigid and opposite categories. It is hierarchical, because masculinity—or ‘maleness’—is privileged or more valued over femininity—or ‘femaleness’. Patriarchy is marked by “male privilege” - an “invisible backpack” of rights and privileges that all males carry, often unaware and usually unacknowledged.² Gender norms and social constructs of patriarchal masculinities are at the root of discrimination and violence against women, girls and LGBTQI people; and widespread misogyny and homophobia, in particular among men and boys. This is a reality in all societies across the world, and it shows up in all aspects of life, from the workplace to the home, from media

² Source: Peggy Macintosh, one of the first feminist scholars to write about white privilege and male privilege.

to politics. It is expressed in personal attitudes and behaviours, institutional policies and practices, and societal traditions and belief-systems.

These understandings of masculinities and gender inequalities underpin our work as MenEngage Alliance. There is an urgent need to better understand these root causes of gender-inequalities in order to be able to work with men and boys to transform the social norms that perpetuate it. It is why we believe that gender equality work with men and boys needs to focus on changing ideas about masculinity, and in particular, challenging ‘patriarchal masculinities’. Challenging the systems that enable discrimination, eliminating GBV, achieving SRHR for all, advancing peace and security, and fair distribution of care work, requires transforming the norms that make gender-based discrimination and violence acceptable.

Diversity, intersectionality and the need for feminist systems change

At the same time, distinguished author and social activist bell hooks, as well as leading scholar of masculinities, Raewyn Connell, have emphasised that privilege is not shared nor experienced evenly among men and boys. Aspects of identities like class, race, caste, sexuality—and many more—cut across the category “men”. This, Connell reminds us, spreads the gains and costs of gender relations very unevenly among men.

It is vital we recognize that patriarchy is linked to other systems of oppression. Matters of race, class, economic status, age, geographical identities, sexual orientation, and many others are interconnected. We recognize that the work to transform patriarchal masculinities and engage boys and men for gender equality and justice needs to recognize that the complex interconnections of various powerful, and often oppressive institutions, ideologies and systems, impact people differently depending on their sex, gender, race, sexuality, age and ability identities, among other circumstances. The need to work from this ‘intersectional’ perspective has long been advocated by feminist women of colour, particularly the pioneering work of Kimberlé Crenshaw. We seek to understand these interconnections, and their interplay in the direct and disproportionate impact on the lives of people often marginalised and excluded.

We recognize that the work to engage men and boys to achieve and sustain gender equality can only be transformative when rooted in a vision of justice that is feminist in

how it understands the many layers of interplay of power and privilege that create systems of oppression, noting alternatives to prevailing dominant narratives, seldom centred. This intersectional approach also directs attention to the men who benefit most from patriarchal systems. As Connell again reminded us, on “a global scale, the men who benefit from corporate wealth, physical security, and expensive health care are a very different group from the men who provide the workforce of developing countries.” Developing strategies to demand change from the men at the top of gender and related hierarchies remains a key priority. Working as they often do with men, women and gender diverse individuals together, MenEngage Alliance members are well-placed to mobilise men and boys as agents of change around their shared interests with women and gender diverse individuals in their communities.

We seek to continue to respond to calls by feminist movements to work to eradicate patriarchal structures of power. This understanding of the patriarchal systems that must change is the global challenge we face today and that informs our gender transformative work with men and boys, at institutional and ideological levels including concrete changes in individual men’s attitudes and behaviours. Male-focused gender transformative work seeks to make visible with men and boys how their own interests are at stake in the systems change agenda being advanced by feminists across the world. Part of this agenda identifies the need to build power-with through movement building approaches. The [Ubuntu Declaration and Call to Action](#) - the outcome of the 3rd MenEngage Global Symposium - serves as our compass and be accountable towards this call by intersectional feminist movements.

State of the field on men and masculinities

Since the ICPD and the BPfA, there's been a growing realisation that men and boys must be brought on board to take action on gender issues. Despite growing indications of positive outcomes of the work with men and boys, such initiatives continue to be scarce, scattered and limited. Initiatives with men and boys that lack critical feminist analysis of gender power inequalities, and that are not gender transformative, risk reinforcing patterns of exclusion and oppression, doing more harm than good. A key task is therefore to ensure that this work essentially challenges and transforms patriarchal power & privileges.

As the need to engage men and boys in gender equality has become more accepted, the conversation has shifted from ‘Why’ to ‘How’? Effective initiatives have yet to increase in uptake and reach significant numbers of men and boys. There is risk when initiatives with men and boys are neither feminist-informed nor gender transformative.

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 about women and girls. The majority of policies and programs lack nuanced analysis of the roles of men and boys in gender-informed power inequalities and the roles they can play in transforming them.

As we celebrate these advancements, it is important to address several concerns arising from the emerging focus on engaging men and boys in gender equality. These concerns include insufficient recognition for the efforts of women's rights movements, imbalances in attention and resources in favour of initiatives involving men and boys, and disparities between small- and large-scale organising and activities, among others.

These trends highlight the need for continued accountability, dialogue, and collaboration with feminist and women's rights movements. With various kinds of programs and initiative in the field it has become essential to continually monitor and ensure that the work with men and boys is genuinely gender transformative and guided by intersectional feminist approaches. By doing so, we can foster more inclusive and effective approaches towards achieving gender equality and justice.

Building coalitions led by those most affected by gender injustice requires a practice of accountability. There is a need not only to strengthen individual and organisational practices of accountability, but also to develop shared understanding across the Alliance’s membership of the transformative systems change feminist agenda.

Urgent need to counter the backlash

The work of feminist movements is taking place in the context of rising global backlash against progress made for women’s rights, LGBTQI rights, and gender justice - as well as shrinking space for democracy, freedom of opinion and assembly, and the very notion of human rights. Despite the fact that gender equality has not been achieved in any country,

recent studies find that men and boys are feeling increasingly threatened by progress for women's rights (see research from the [United Kingdom](#), [France](#), [across Europe](#), the [USA](#), [South Korea](#), and [20 countries worldwide](#) including Japan, India, Senegal, Kenya, Colombia and Brazil).

Online influencers who appeal to stereotypical norms around manhood based on aggression, dominance, violence, and controlling behaviour are finding mass appeal - particularly among young men. Many boys and men are being exposed to such harmful messaging around masculinities online. They receive disinformation about feminism and gender equality. Such trends have real-world consequences for women, girls and gender queer communities, as well as men and boys themselves.

Given the increased interest in feminist approaches to working with men on the one hand, and the growth of "men's rights groups" on the other, we prioritise taking firm stand and defining what quality work with men and boys looks like: gender-transformative, feminist-informed, and in partnership with women's rights and social justice movements.

The increasing threat of the anti-rights and anti-gender movements, will require collective and cross-movement pushback force. This requires progressive movements to build alliances to prevent further erosion of the human rights and gender justice agenda. MenEngage Alliance being a network, and our partnerships with various actors in the field, is well placed to serve as a mobilising catalyst for multi-sectoral coalitions to contribute in bold strategies to push back against the push-back.

"Individual organisations are finding it challenging to address pushback on their own. With civil society space shrinking and advocacy becoming a challenge for smaller organisations, networks give strength by collectivising voices and efforts. They create an ecosystem for pushback and building solidarity."

Member from a South Asia country on the value-addition of MenEngage Alliance to their work

We seek to make a difference in a hugely and increasingly difficult context, "steering the MenEngage Alliance boat" through extremely rocky waters - building and sustaining a vibrant social change network. In this context, the voice and actions by men and boys to support and advocate for gender equality and as allies to feminist movements has never been more relevant. There is a greater importance of MenEngage Alliance to step up with

our members, be vocal in our support and allyship, and mobilise men and boys for transforming masculinities and advancing feminist systems change.

Strengthening our collective response requires not only exchanging efforts and lessons, but also identifying new opportunities and strategies for joint feminist action to counter the anti-rights backlash through movement-building approaches and solidarity.

MenEngage Alliance is committed to being vocal in our support and allyship, mobilising men and boys for feminist systems change by “calling them in” to be part of the movement - being the largest worldwide network focusing on this agenda.

3. Track record of the Alliance

MenEngage Alliance has made significant achievements since its inception. In this section we outline some of those, and how we have been able to achieve them through the collective actions of our membership-based network and the Alliance's structures that enable us to do so. We also indicate some areas for further growth and development that we are seeking to strengthen in the coming years.

We assess that all 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 all members, partners, other actors - and the power of collaborative approaches.

Our [annual reports and past evaluations](#) provide a comprehensive overview of our collective work in the last decade. The recent evaluation of our work through 2021-2024 includes significant insights, some of which are referenced below.

Growth and maturation

MenEngage Alliance has made significant improvements in strengthening its governance, specifically at Global and Regional levels, which has led to increased number of partnerships with key feminist, LGBTIQ rights and youth led organisations and networks at all levels. This was possible with the recognition of the level of diversity within the Global Secretariat, which allows regions to feel connected to the global structures. There is an increased sense of membership engagement resulting in increased sense of ownership and commitment at all levels of the Alliance. The result of the efforts on strengthening membership engagement has contributed significantly to the professionalism of the Alliance, the credibility of its voice and ability to forge strong partnerships, and has also strongly influenced members' own beliefs in a positive way. This is visible with the growth of the network (20% in the last 4 years) now being present in over 92 countries around the world, and the stronger partnerships we have been able to establish with key feminist organisations and networks. Furthermore 92% of survey

respondents during the latest external evaluation mentioned that MenEngage has helped them improve the quality of their programming for men and boys.

“I see a leading role for MenEngage in programmatic best practice on systems change, with its members. They have room to go beyond individual behaviour change, to evidence and best practice on institutional and structural change.”
- External Partner (Source: 2024 evaluation report)

For the last 4-5 years, the Alliance has been able to increasingly nuance its understanding and engagement on additional interconnected issues like climate justice, feminist peace and economies of care. Through this MenEngage Alliance has been serving to mobilise increasingly larger groups of people, with diverse backgrounds and working in various sectors, and play a pivotal role in agenda-setting on men and masculinities – within a feminist discourse. With all these the Alliance has reached the milestone of maturing our political stance, placing patriarchy at the centre of our problem analysis, and deepening intersectional understanding of patriarchal patterns of exploitation of people and planet, extractive economic models, and their many forms of control over bodies, land and livelihoods, entrenched within political systems of privileges and power hierarchies. This iteration, highlighted in the Ubuntu Declaration and Call to Action, serves as the compass for MenEngage Alliance’s political advocacy and activism, as well as sets standards for many others who start to take up work with men and boys. With all these we believe that the Alliance, as highlighted in the [external evaluation report](#), has strengthened capability to make significant contributions in the political maturity of the field and centre intersectional feminist systems change in our efforts to transform patriarchal masculinities and unequal forms of power, through movement building and gender transformative work with men and boys.

Global convener & agenda-setter

We have collectively organised global, regional and national workshops, colloquiums and symposia, bringing together thousands of participants from grassroots organisations, CSOs, (I)NGOs, UN agencies, governments, donors, leading researchers and individual activists in the field. These convenings – often open to members and partners alike – have played a crucial role in setting the agenda for gender-transformative approaches with men and boys. This convener approach has worked to mobilise increasingly larger groups

of people, with diverse backgrounds and working in various sectors. It has nurtured a sense of “community of practice” that works together in solidarity on men and masculinities within the broader feminist movement for gender justice.

- ★ Building on the 1st (2009, Rio de Janeiro, Brazil) and 2nd (2014, New Delhi, India), the 3rd MenEngage Global Symposium (2020-2021) was coined as the “Ubuntu Symposium”, being inspired from the African indigenous wisdom to express “the belief in a universal bond of sharing that connects all humanity”. It was an unprecedented journey for the Alliance and everyone involved: 5,000+ registered participants from 159 countries and 600+ speakers were involved in 178 global sessions - plus many more at the regional, country, and local levels. The [Ubuntu Declaration & Call to Action](#) centres feminist systems change, accountability, decolonisation, youth leadership, and intersectionality in work to transform masculinities and engage men and boys in gender equality and social justice. The Rio, Delhi and Ubuntu Declarations have consistently set the collective commitments for those working to engage men and boys and transforming masculinities.
- ★ Strategic events at regional and country level have brought together diverse stakeholders to analyse the state of the field in their own contexts, formulate collective agendas that are locally relevant, and build local partnerships. These include MenEngage Regional Symposia in Africa (2009 South Africa, [2018 in Mozambique](#), [2023 in Rwanda](#)), MenEngage Africa [SRHR Learning Symposium](#) (2023), regional Colloquiums on Masculinities in Latin America (2004, 2006, 2008, 2011, 2015, 2019, [2022](#)), the [REFRAME conference](#) in the Asia region (2021), [SANAM Fellowship](#) (2010) in South Asia, [Masculinities in the Arab World](#) Conference in Lebanon (2017), and many more. These gatherings provide spaces for dialogue and partnership building, joint agenda setting, building of collaborative programs and projects, and identifying areas for further research. The field of men and masculinities in women’s rights and gender justice builds on these- locally, regionally and worldwide.

Influence on policy change

MenEngage Alliance has made “impressive advocacy and policy successes in global spaces.” In our latest evaluation it was “universally acknowledged that MenEngage Alliance delivers beyond its capacity on paper in terms of policy and advocacy impact, especially in global spaces.” “MenEngage’s advocacy work has significantly strengthened in the past four years, and is very impactful, especially considering funding and staffing levels. It has secured significant wins that larger and better-funded organisations have struggled to achieve. (2024, Comotion and LDH Consulting, MenEngage Alliance Independent Evaluation of Strategic Plan Implementation 2021-2024)

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. We add our voice to existing feminist civil society coalitions pushing for progressive change. 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 - informed by the work of members. To generate buzz at policy making gatherings, MenEngage Alliance has organised dozens of joint agenda-setting events with UN agencies, governments and civil society members and partners.

We have made significant contributions to the increased integration of accountable, feminist-informed language on engaging men and boys in the “global normative framework” - in other words: in UN agreements, Commission on the Status of Women (CSW), CEDAW, UNGA and the SDG Summits, Generation Equality Fora (GEF) and its commitment makers, and the Human Rights Council in Geneva. We maintain 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:

- ★ We mobilised membership to lobby with their governments in support of the ground-breaking UNHCR Resolution 35/10 on “[Engaging boys and men in the prevention of violence against all women and girls](#)”, which was adopted with widespread support from governments around the world. The resolution includes progress in language and commitments on gender transformative violence

prevention work, which was a consolidated joint advocacy effort in which MenEngage Alliance made significant contributions.

- ★ We provided technical expertise to the OHCHR Secretariat report “[Review of promising practices and lessons learned, existing strategies and United Nations and other initiatives to engage men and boys in promoting and achieving gender equality, in the context of eliminating violence against women.](#)” Our work to strengthen accountable practices features prominently in the report.
- ★ We provide technical expertise to the CEDAW Committee to [support their work](#) to hold states accountable for their commitments, including how they can use their mandate to advance intersectional feminist policy-making inclusive of a critical men and masculinities normative framework.
- ★ We collaborated closely with the UN Working Group on Discrimination against Women and Girls (part of the UN Human Rights Special Procedures) in the development and launch of their 2022 report on [Men’s accountability for gender equality](#).
- ★ In 2023, as a fruit of our tireless efforts, “transforming patriarchal masculinity” finally made it in the UN normative framework, through the [Human Rights Council resolution](#) on eliminating child, early and forced marriage. This marks significant progress from merely engaging men and boys as individuals, towards dismantling stereotypical social norms around “what it means to be a man”.

Our external evaluation found that MenEngage Alliance is also increasingly able to deliver on policy advocacy at the country level. Our annual reports highlight some of that work, but there is a need to unearth stories of success and learning from across the Alliance’s membership. There is also potential for the Alliance’s growing role in amplifying regional and national advocacy efforts, which will be an area of further development in our work in the coming years.

Influence on public discourse

MenEngage Alliance plays a key role to support members and partners in jointly shaping and implementing campaigns and other targeted interventions which strive to influence public discourse and narratives. We make our voices heard through issuing statements on pressing political issues from a critical “men and masculinities” perspective. Recent examples include calling out [male violence towards women and girls](#); calling an [end to](#)

[online technology fueled patriarchal masculinities](#); standing with the LGBTQI community in [celebration of love and gender freedom](#); etc.

Our [#HowToTalkWithMen campaign](#) invites people to share insights and experiences of talking with men and boys about issues related to gender equality. The campaign calls for tips, stories, and reflections of what approaches and messages are effective in opening up transformative discussions with men and boys on women's rights, LGBTQI rights, masculinities, patriarchy, privilege, and addressing the roots of gender-based violence, among other topics. The campaign has leveraged expertise from members and partners by actively involving them to share their unique experiences and insights into what it is like to hold spaces with men and boys in the community, workplaces and institutions.

MenEngage Alliance members are at the heart of several worldwide campaigns that are speaking directly to men and boys to take action. The Alliance creates credibility for the field which such campaigns leverage on, and serves as a platform for new organizations to join these campaigns in their own contexts. These include [the MenCare Campaign](#) on men and care-giving; [White Ribbon](#) to mobilise men and boys in ending VAWG; and many more local offsprings and self-initiated campaigns.

Knowledge & evidence building

One of the strong roles of MenEngage Alliance has been to create opportunities by connecting experts and organisations across the country, at regional and international levels to develop programs jointly, at scale, and increase the uptake by governments and service providers. By doing so, MenEngage Alliance facilitates the scale-up of evidence based approaches and promotes a more supportive policy environment for men and masculinities approaches.

We are ongoingly building the knowledge and evidence base through creating spaces for members and partners to share their expertise and lessons; and making them available for others in the field to learn from, apply and horizontally upscale. Most of our resources are available in English, Spanish and French. We have contributed to academic- and action-oriented research, bridging gaps between research, policy and practice. Our contributions include data and evidence collection, mobilising expertise through our

membership, and creating an enabling environment for research collaborations and projects.

Highlights include:

- ★ The MenEngage Learning Collaborative (CoLab) peer learning sessions are a success: they drive innovation, have expanded knowledge, and improve member programmes, advocacy and communications. (Source: Evaluation report 2024)
- ★ Together with the World Health Organization (WHO) and academic partners we carried out a collaborative research priority setting exercise on SRHR and Masculinities. MenEngage Alliance led the broad stakeholder consultations of this collaboration. The findings and recommendations have been published in an article in *The Lancet* (2024) that outlines the gender transformative research priorities that will contribute to steering the next generation of research on masculinities to advance gender equality and SRHR as twin goals.
- ★ We are ongoingly building a virtual library through a curated men and masculinities lens - including recordings on a wide variety of issues in the MenEngage [YouTube channel](#); and a [resources database](#) organised through a geographic and thematic search function. This database informs practices and policies that integrate work on men and masculinities.
- ★ MenEngage produces very advanced, thoughtful and nuanced policy documents that help align members around a common policy, enunciate positions, and equalise knowledge. (Source: Evaluation report 2024) For example the [Ubuntu Discussion papers](#) on key topics; as well as our policy discussion papers on political topics. A focus area for our work in the coming years is for these to be adapted and further leveraged as communications, community and advocacy documents.

Capacity strengthening & leadership development

MenEngage Alliance has made significant moves to support membership needs and add value to their work, through shared values, accountability, convenings and governance changes. (2024, Comotion and LDH Consulting, MenEngage Alliance Independent Evaluation of Strategic Plan Implementation 2021-2024) Our decentralised networks building model includes a conscious effort to share leadership roles and develop opportunities for participation and decision making amongst members, and adopting key policies and procedures - including those that address sexual harassment and misconduct.

While MenEngage Alliance is a network of organisations that represent broader constituencies, we are well aware that many of the changes in the world happen through the leadership of change-agents and individuals pioneering the work. MenEngage Alliance has served as a platform for leadership development. 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 safe-spaces for people to connect and be inspired. And to have sometimes difficult conversations on power and privilege.

- ★ Our work of developing Accountability Standards and related technical support materials, has responded directly to the concerns and risks when work with men and boys is not informed by feminist approaches working towards gender equality. We have strengthened understanding of quality standards and accountable practices with members and anyone working to transform patriarchal masculinities or engage men and boys. By being accountable, we aim to ensure our efforts are more effective and impactful for gender equality, women's rights, and LGBTIQ rights for all. We have strengthened collaborations and built trust across movements for social justice. We work more collaboratively and positively for the transformative change the world urgently needs. The Alliance's values are very clear, and provide solidarity in times of shrinking civic space. There is real room to extend this solidarity and understanding to members at national and sometimes regional levels. (2024, Comotion and LDH Consulting, MenEngage Alliance Independent Evaluation of Strategic Plan Implementation 2021-2024)

Our external evaluation 2021-2024 found that:

- ★ MenEngage Alliance’s careful governance changes have resulted in better inclusion of marginalised and diverse voices in meaningful ways.
- ★ Respondents have high praise for meaningful youth inclusion in MenEngage’s internal processes - throughout all its decisions, committees, board and governance.
- ★ MenEngage Alliance has built strong, thoughtful and kind leadership who aren’t afraid to tackle hard issues in a collaborative way, and hold each other accountable.

Strategic partnerships

“The Alliance has made significant progress in many aspects of movement building, namely a number of impressive partnerships, excellent centering of feminist movement values, good inclusion of LGBTQ priorities in light of challenges, and strong SRHR focus” (2024, Comotion and LDH Consulting, MenEngage Alliance Independent Evaluation of Strategic Plan Implementation 2021-2024). We prioritise building and strengthening relationships between members and partners in the overlapping fields of women’s rights, SRHR, LGBTQI right and engaging men and boys, based on trust, cooperation, and the spirit of solidarity. MenEngage Alliance has built relationships with key women’s rights and social justice organisations and networks such as the Alliance for Feminist Movements (hosted by AWID), the Feminist Foreign Policy Collaborative, the Women’s Major Group to the UN, the Women’s Rights Caucus at CSW and CPD, SVRI, WILPF, Breakthrough, FHI360, among others.

- ★ According to our latest evaluation, it was clear to all how much effort the Alliance has put into centring the feminist movement in its work. Feminist thinking runs through the Alliance, and is routinely at the heart of all its actions. The Alliance deserves significant credit for the careful, thoughtful work that has gone into building credibility and trust with the feminist community. External partners and donors were very complimentary about how much work this has taken. (2024, Comotion and LDH Consulting, MenEngage Alliance Independent Evaluation of Strategic Plan Implementation 2021-2024)
- ★ “Partnerships have been quietly excellent.” There is high potential for growth in this area, as there does not seem to be a full recognition yet of how high-value the

Alliance's partnerships are, and how valued the Alliance's perspective is to partners. Donors see MenEngage working well with other grantees, which is important to them. Members suggest new partnership modalities can help MenEngage access different funding streams. (Source: evaluation 2024).

Networks building

“The Alliance has made significant progress in developing and disseminating Alliance-wide policies, standards, practices and values.” (Source: 2024 evaluation report - Comotion and LDH Consulting)

MenEngage Alliance, since its inception, has been prioritising our efforts to establish the network as a capable and interconnected global, regional and country network. We have become a ‘Community of Practice’ with physical and virtual spaces for members and partners to exchange experiences and learn from each other, within countries and regions, and between them. MenEngage Alliance, through its support to the regional networks, has made significant progress as regards increased democratisation, opportunities for shared leadership, quality partnerships with women’s organisations, and social justice actors.

The Alliance is recognised for its capability to foster interregional and cross-cultural interconnections to enable members to have access to promising practices of gender transformative approaches with men and boys from other parts of the world that they can adapt to the needs and characteristics of their own contexts. A key area of focus has been to provide technical and capacity strengthening support on networks’ building approaches that enable collective needs assessments to be conducted and analysis to be carried out on issues of membership, participation and decision-making mechanisms. We are an Alliance rooted in feminist principles and approaches. We avoid top-down, prescriptive global operating models. We collectively work to break down hierarchies within the Alliance, moving towards more horizontal leadership, agenda-setting and movement-building approaches and models. These processes are informed by the guiding commitments of the Alliance: decolonization, intersectional feminism, accountability and power-with. With its key principles and approaches the Alliance’s networking model has been identified as an innovative and a social change experiment in

itself (Sources: Evaluation report 2021 - Singizi Consulting; Evaluation report 2024 - Comotion and LDH Consulting).

Our networking approaches, informed by our collective organising principles, and support of the platforms and processes have helped to link members within and between country and regional networks, as well as linking country and regional networks with each other, and linking members at the local level with the decisions and operations of MenEngage Global. It is on the strengths of these links, and the relationships of trust, respect and inspiration that they help to foster, that MenEngage Alliance as a community of practice depends.

The collaborative approach to building and strengthening national and regional networks enables collective analysis to take place and solutions to be proposed to improve networking. We aspire to be 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 our members, and galvanising a set of actors and agendas around common commitments for women's rights and gender justice. Our approach to networks building and strengthening is informed by our guiding commitments, including the need to strengthen decolonised approaches in our networks and leadership building.

Environmental assessment and commitment

Over the years, MenEngage Alliance has deepened its knowledge and understanding of climate and environmental issues, particularly the intersections of patriarchy, masculinities, and the climate crisis. We recognize that the degradation of livelihoods and ecosystems caused by climate change is driving unprecedented displacement and migration, both within and across countries and continents, while also exacerbating the feminization of poverty. Central to MenEngage Alliance's commitment to transforming patriarchal masculinities is the long-standing ecofeminist analysis of climate change as rooted in histories of colonial resource extraction and capitalist industrial production - systems inherently shaped and justified by patriarchal logics of domination and exploitation.

Our Alliance comprises both NGOs and individuals actively engaged in advancing the climate justice agenda through programs and advocacy across all regions. Climate justice

has emerged as a key priority for the Alliance, as reflected in our strategic plan. In 2021, we established the Environmental and Climate Justice Working Group, bringing together climate justice advocates from the Alliance's six regional networks. Under their leadership, this working group has been instrumental in driving programs, knowledge-building initiatives, and advocacy efforts centered on a "men and masculinities" perspective. Through their leadership, we have organized awareness-raising activities and capacity-building initiatives to strengthen the Alliance's engagement on climate justice.

Furthermore, as an Alliance we commit to remain vigilant about the impact of our actions on the climate crisis and do the needful to mitigate such impacts. For more information about overall assessment and commitment of the Alliance please refer to [Annex III](#) of this document.

In conclusion

Based on these capabilities and expertise that MenEngage Global Alliance has been able to strengthen, it has become a pivotal mechanism to anchor, support and bring together the work of members and partners around the world. Our track record shows the competencies of the Alliance - the collective of member, country- and regional-networks, the Global Board and Global Secretariat - to implement this comprehensive program in 2025-2028, through the Alliance's core-strategies, focus on priority issues, and levels of intervention mutually reinforcing each other to contribute to the intended outcomes as outlined below.

4. Intervention logic

This section outlines the overall intervention logic in which our 4-year program for the period of 2025-28 sits. Here we unpack the principles, strategies and priority issues that inform our work.

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

For a detailed visualisation of our ToC, please see the [MenEngage Handbook](#): “What we see, what we believe, and our strategic approaches: A handbook to summarise the Strategic Plan and Accountability Framework for members, networks and partners of MenEngage Alliance.”

Vision and Mission

Our vision is for a world where all people are equal and free from discrimination, and in which gender justice and human rights are promoted and protected.

Our mission is 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;
- Fostering joint actions in partnership with women’s rights, gender- and other social justice movements.

MenEngage Alliance’s mission, core principles, code of conduct, and accountability standards together constitute the “MenEngage Accountability Framework”. These define how we understand and work towards improving the quality and impacts of programs, policies and narratives on transforming patriarchal masculinities and engaging men and boys in women’s rights, gender and social justice.

How transforming masculinities contributes to better lives for women, girls, LGBTQI and men & boys

To create an enabling environment for women, girls and gender diverse individuals to have equal rights, life prospects and opportunities, the power to shape their own lives and contribute to society, MenEngage Alliance contributes to the following - from our unique voice and role on men and masculinities as a multi-stakeholder network:

- what has to be changed: patriarchal masculinities and -power
- who are the agents of change that we focus on: diverse men and boys
- how we seek to achieve change: through mobilising our members and partners for collective action

See also: *Our unique voice on “men & masculinities” in the [About MenEngage Alliance](#) chapter.*

Through our program, MenEngage Alliance will contribute to just and equal redistribution of power, choices and resources where all people enjoy all forms of freedom to decide over and shape their own lives, in both private and public spheres. This will contribute effectively, using a rights-based approach, to reducing inequalities, violence and poverty, particularly in the areas of women’s rights and empowerment, gender equality, SRHR, and LGBTIQ rights with focus on those with intersecting marginalised identities who as a consequence—often live in poverty and in invisibility.

Efforts to transform patriarchal masculinities aim to reshape gendered power relations in ways that will free women, men, and non-binary persons from the impacts of harmful gender and sexual norms, as a means to advancing gender equality as part of the human rights agenda and eradicating poverty. As explained in sections above, patriarchal masculinities are oppressive towards women & girls, LGBTIQ individuals, and boys & men themselves. Therefore, achieving gender equality is not a zero-sum game: it benefits women, girls and non-binary persons, as well as men and boys themselves. Through transforming social norms around ‘what it means to be a man’, we strongly believe that this approach will further increase gender equality.

Mobilising men and boys at a large scale has significant transformative potential to contribute to the elimination of root causes of gender inequalities. Evidence have shown that in the households, communities and institutional efforts to change discriminatory norms, focusing particularly on men's and boys' attitudes and behaviours, can significantly contribute to freeing people of all gender and sexual identities from discrimination, and to creating a world in which women, girls and non-binary persons have more time for other pursuits such as self-care, education, political participation, just and dignified work conditions, etc.

Gender transformative approaches do not view the engagement of men and boys as an end in itself, rather a means to transform social norms and gender power relations at their roots, which are the key driving factors of marginalisation and poverty of women, girls and gender-non-conforming individuals both in relational as well as systemic terms. Gender transformative approaches aim to contribute to changing unequal power relations, through tackling the root causes of gender inequalities and the fundamental structural inequities that continue to make our world unfair and unequal.

We therefore assess 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. To date, such interventions have been primarily short-term and small-scale.

MenEngage Alliance is exceptionally well suited to contribute towards strengthening gender transformative approaches in work with men and boys, through our network-approach, together with our expert members, around 70% of whom are local grassroots organisations working directly at the community and grassroots level, leading a wide range of interventions, programmes and advocacy areas. Members work in all contexts and at all levels, through whose engagement in collaborative work with the MenEngage network, all levels of intervention are connected - through which we aim to contribute to holistic, systemic, sustainable change.

With effective programs, our members outreach to men and boys in communities, sharing with 'ordinary' men in compelling ways about masculinities and gender justice to both invite them to be part of the solution and to counter anti-feminist messaging from men's rights groups. Our work is not only calling men and boys out for their power and

privileges, but also about calling men and boys in to be mobilised as change agents for gender justice.

Issues & themes

Gender inequalities manifest through, and are interconnected with, many issues. MenEngage Alliance members bring a unique men and masculinities lens and approaches to these issues. Not all members work on all these issues equally: some members work on certain issues and others on issues, depending on what is relevant to their context and scope of expertise. MenEngage is the space where members find each other to work together, from a critical men and masculinities lens, and contribute to the broader field and movement.

The historic focus of MenEngage Alliance and the majority of members is on ending VAWG and GBV; advancing SRHR; and redistributing unpaid care-work. Other areas are also at the root of and manifestations of current injustices related to gender and masculinities (see [discussion paper](#)), such as: conflict and war, economic injustices, racial inequalities, climate change, etc. Therefore these “emerging issues” have also become working areas for members in recent years - and for MenEngage Alliance as a collective.

Key issues and themes of MenEngage Alliance members’ individual and collective work include:

- Ending violence against women and girls (VAWG) and gender-based violence (GBV)
- Advocating for LGBTQI rights and strengthening inclusion of SOGIESC diversity
- Promoting sexual and reproductive health and rights (SRHR) for all - including bodily autonomy and culture of consent
- Improving health outcomes for women, children and men themselves.
- Advancing child-rights and wellbeing
- Reducing all forms of violence between and among men and boys
- Promoting equal sharing of care - including redistribution of the unequal care burden for women and girls by men’s increased uptake, and provisions by the state
- Fatherhood as an entry point for gender equality
- Countering militarised masculinities and advancing feminist peace
- Men’s roles and responsibilities in countering climate change
- Working with boys and men to redefine gender norms

- Promoting gender equality in policy and practice
- Advancing women's and girls' roles in leadership, politics and decision making
- Faith-based approaches to advancing women's rights and gender justice

Socio-ecological change model

People live within social, economic, political and cultural contexts. Change at the individual and relational level, which is where people experience violence, discrimination and ill-health, can only occur if all levels of society are engaged in a process of transformation: individual, community, institutions, and governments.

The socio-ecological framework 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 comprises organisations working at all levels, and through the Alliance they are connected. Collectively, we have the knowledge and strategies to push for structural and sustainable transformations.

The Alliance functions as a convener to bring together actors working on various issues and levels of the change model and serves as a mechanism for collaboration on the intersecting efforts among these actors, thereby asserting the collective efforts at all levels of the socio-ecological model to replicate the feminist systems change agenda in the work on “men and masculinities”. This mechanism brings together members and partners who work on the following spectrums of work:

- Strengthen individual knowledge and skills: supporting men and boys to understand how gender and social norms 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 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;

- Mobilise community members: educating community members and groups about risks perpetuated by harmful gender norms and ways they can support individuals to take actions that promote equality and justice; and mobilising groups and individuals to develop coherent strategies for promoting effective male involvement;
- Change organisational practices: adopting policies, procedures and organisational practices that support efforts to increase men's involvement and gender equality;
- Influence policy and legislation: developing strategies to change laws and policies to influence norm-setting at the local, national, regional, and global levels.

Accountability to & partnership with feminist movements

MenEngage Alliance's work honours the pioneering work and ongoing leadership of feminist activists and movements. Our work is rooted in feminist theory, which places patriarchy as a system at the centre of gender and social injustices. The Alliance stands in solidarity with the ongoing struggles for women's empowerment, health, equality, and rights.

The Alliance is deeply committed to accountability to the women's rights movement and to other historically-oppressed social groups – including LGBTQI people. These collective commitments distinguish the work of MenEngage Alliance from that of other actors engaging men and boys: we do not support, and take stand against, men and groups of men who are against women's rights and feminism – commonly referred to as “men's rights activists (MRAs).

Being accountable is a proactive responsibility. The onus falls on us as individuals, organisations, and as a global community to be accountable in words and deeds. We encourage an open and accountable approach to holding ourselves and each other accountable, and being held accountable by others. This is upheld by the Accountability Framework that supports us to improve standards and accountable practices across our shared work. It helps foster a shared sense of understanding and commitment for change across MenEngage Alliance.

5. MenEngage Global Alliance Program 2025-2028

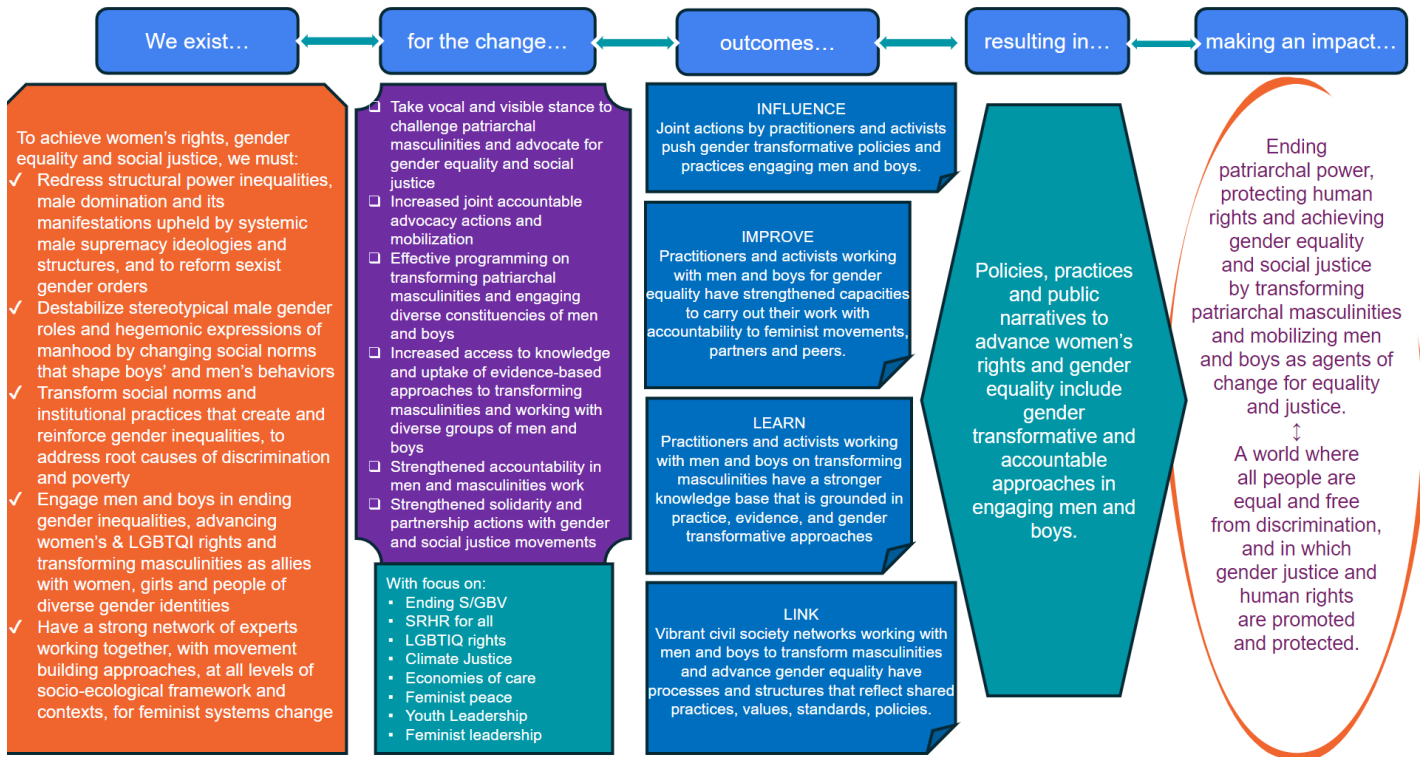
The [Ubuntu Declaration & Call to Action](#) outline our long-term vision for gender equality and the roles of men and boys in addressing the root causes of inequalities, marginalisation and poverty. Our [Strategic Plan](#), launched in 2021, is what we continue to work towards, as an ambitious long-term social change strategy for years to come. This current Program for 2025-2028 outlines our concrete envisioned outcomes and activities for the coming 4 years.

We believe that changes are a result of a confluence of actors and circumstances for which no single organisation 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.

** UPDATE: In the first year of the program (2025) we developed an updated results framework. These updates are integrated in the 2025-2028 Program below.*

To deepen our understanding of change, an **actor-focused perspective** has been integrated into our Theory of Change. This allows us to map how the Alliance contributes to transformation by influencing and supporting the people, groups, and networks with whom we work most directly. These "boundary partners" — such as members, regional networks, working groups, feminist allies, and strategic partners — are not controlled by the Alliance but are shaped through collaboration, capacity building, coordination, and solidarity. We emphasise how these actors develop in their attitudes, behaviours, relationships, and practices over time — reflecting MenEngage's enabling role and commitment to feminist change.

How we understand our contributions to change from our unique voice on men and masculinities for gender equality - period 2024-2028:



Goal

Policies, practices and public narratives to advance women's rights and gender equality include gender transformative and accountable approaches in engaging men and boys.

Goal indicators

1. Extent to which policy and decision makers have increased awareness, support and uptake of gender transformative approaches to engage men and boys at country, regional and global levels
2. Extent to which relevant policies include gender transformative analysis and approaches to engaging men & boys and transforming masculinities.
3. Extent to which relevant opinion makers and public narratives include gender transformative analysis and approaches to engaging men & boys and transforming

masculinities.

4. Extent to which programs and practices with men and boys include gender transformative approaches.

Rationale

In the past years we have worked to build-up MenEngage Alliance as a capable, inclusive and vibrant social change network, with the collective capacities to push for concrete change. In the next phase, we will strengthen the mobilisation of this collective capacity, to contribute to increased support, uptake and implementation of feminist-informed, gender transformative approaches on men's and boys' roles, attitudes and responsibilities, among key stakeholders in the gender justice and human rights field.

The evaluation has shown we have made good progress impacting on policies, and we will continue to do so. We will strengthen our influence on public discourse and narratives: when media and public figures include work with men and boys, it is based on gender transformative thinking and approaches. We strive to contribute to improved programs that work with men and boys, by building the evidence base on what works, and contributing to strengthened capacities of members (and partners) to uphold the Alliance's standards and principles in their work. While doing so, it is important to sustain the capable and vibrant social change network that we have build, which requires adapting to challenges of the present moment.

How do we understand “better” policies, practices and public narratives on men and boys?

Our objective is not to push for “more men and boys” in policies, practices and narratives. Rather it is to strengthen that such work with men and boys is done in “accountable and gender transformative ways”. This, in short, is the summarised understanding of how we understand improved effectiveness and quality. **Our quality assessment framework** is our Accountability Framework: we apply it as a lens to assess to which extent policies and practices reflect this, better than they did in the past/previously. It can be measured with examples of "good-quality" actions, describing why/what makes them of good quality. And in the (annual) survey by asking members

and partners about their assessment of the quality of actions, we can monitor over time if the statistics show that people assess they've improved (or not). The following concepts are key in our quality assessment of policies, practices and narratives on engaging men and boys:

- Recognizes and seeks to actively contribute to women's rights and gender justice;
- Recognizes and seeks to strengthen the capabilities of men and boys to actively support gender, social, and climate justice;
- Recognizes patriarchy as the root problem, and strives to disrupt and end it - including by addressing male and masculine power, privilege and impunity;
- Does not reinforce the gender-binary, rather is inclusive of diverse identities, expressions, and characteristics of sex, gender and sexuality (SOGIESC);
- Reflects intersectional feminism, including by seeking to understand how gender inequalities intersect with other injustices, such as homophobia, transphobia, racism, ageism, ableism, xenophobia, classism, or based on faith-based and/or religious beliefs or backgrounds;
- Has a human-rights based approach: recognizes, upholds, promotes, and protects human rights for all;
- Is accountable to feminist women's rights organisations, LGBTIQ, youth, child rights, anti-racist, climate, and diverse social justice organisations - including by listening, consulting and building meaningful partnerships.

Outcomes

As shown in the graphic, we have identified 4 primary Outcomes to make our most effective contributions in the coming years:

1. **INFLUENCE:** Joint actions by practitioners and activists push gender transformative policies and practices engaging men and boys.
2. **IMPROVE:** Practitioners and activists working with men and boys for gender equality have strengthened capacities to carry out their work that are gender transformative and accountable to feminist movements, partners and peers.

3. **LEARN:** Practitioners and activists working with men and boys on transforming masculinities have a stronger knowledge base that is grounded in practice, evidence, and gender transformative approaches.
4. **LINK:** Vibrant civil society networks working with men and boys to transform masculinities and advance gender equality have processes and structures that reflect shared practices, values, standards, policies.

The flow of outcomes and pathways to change is designed as a logical, interdependent and progressive (though not always linear) sequence: **LINK → LEARN → IMPROVE → INFLUENCE.**

As part of our pathways for change, we have identified outcomes we **Expect, Like, and Love to see** across various **actor groups**, each aligned with a broader purpose. These outcome tiers reflect a vision of our desired future—how we foresee our efforts gradually and strategically creating meaningful impact over time.

It is important to clarify that we are not committing to achieving all of these outcomes at once, or within a rigid timeframe. Instead, this is a dynamic and adaptive approach. In each period, we will pause to reflect, learn from what has emerged, and adjust our direction accordingly—choosing to prioritize specific outcomes depending on context, opportunity, and learning.

INFLUENCE: Systemic Change

The INFLUENCE outcomes represent the **systemic behavioral changes** that the entire MenEngage Alliance - members, networks, governing bodies and leaders - aims to contribute to and track, among our **external actors** (“boundary partners”) - actors whose actions are needed for large-scale social transformation.

MenEngage Alliance catalyzes key actors to act in more gender-transformative, feminist, and accountable ways. The premise is that the Alliance contributes to social change through collective mobilization, contributing to key external actors to

shift their policies, narratives, institutions and relationships to become more gender-transformative.

The INFLUENCE outcomes define the behavioral shifts that determine the Alliance's effectiveness in achieving our collective **Goal**: that policies, practices, and public narratives advance women's rights and gender equality by including gender transformative and accountable approaches in engaging men and boys.

IMPROVE, LEARN, and LINK: The Enabling Conditions

The remaining three pillars can be considered the **enabling outcomes** or necessary prerequisites. They are foundational for the Alliance's unique contributions to change through its networked approach. They address the networks' knowledge development, capacity strengthening, networks' building, and organizational maintenance required for the Alliance to possess the credibility, capacity, and platform necessary to successfully exert INFLUENCE.

IMPROVE: Quality and Capacity

IMPROVE focuses on improving the capacities and qualities of the work conducted by the primary delivery agents of change through which the Alliance work: the **practitioners and activists of MenEngage Alliance - members and partners**. This area ensures that the Alliance's work is of high quality and accountable as non-gender-transformative work risks "doing more harm than good". The capacity strengthening is specifically designed to enhance feminist leadership and high-quality programming, and moves beyond "capacity-building" to emphasize **consistent delivery of quality work**.

Practitioners' strengthened capacities and quality programming is supported by the **Global Secretariat's (GS)** capacity strengthening infrastructure, including facilitating peer-learning across members and the field. .

LEARN: Knowledge and Evidence

LEARN focuses on establishing the knowledge base necessary to inform effective programming and credible advocacy. The actors involved are the **Alliance network, external researchers, and knowledge partners.**

The outcomes describe the desired status where **MenEngage knowledge** serves as the reliable and trustworthy foundation in the field.

The **Global Secretariat's (GS) role** is to successfully anchor, position and disseminate this knowledge base globally. The GS also contributes to knowledge development through its expertise and strategic partnerships.

LINK: Network Sustainability

LINK focuses on the structural integrity of the network. The primary actors are the **Regional- and Country- Network Secretariats and Steering Committees, the Global Secretariat (GS) and the Global Board (collectively: the MenEngage Alliance governing bodies).**

The operation of the GS and Governing Bodies are characterized by **high trust, transparency, and strategic efficiency.** This is a foundational prerequisite for the network's sustainability, sustaining the Alliance's **core functions, governance, and resources.** Which, in turn, enables the following pillars and allows members and partners to improve their practice (IMPROVE), share knowledge (LEARN), and collectively mobilize for external change (INFLUENCE).

The **Global Secretariat (GS) and Alliance Governing Bodies** are characterized by high trust, transparency, and strategic efficiency, ensuring the Alliance's core functions, resources, and structures seamlessly enable the collective mission.

Overview of actors and behavior changes

INFLUENCE:

- **Policymakers in governments and UN agencies** adopt gender-transformative approaches to transform masculinities and engage men and boys in policies, programmes and funding.
- **Media, influencers, and public figures** promote gender equitable, feminist, anti-patriarchal narratives and discourses.
- **Men and boys** (as a constituency group) mobilize as agents of change for gender equality and social justice.

IMPROVE:

- **MenEngage Alliance members and partners** have strengthened capacities and deliver high-quality gender transformative practices on men and masculinities

LEARN:

- **MenEngage Alliance members, networks and partners** (knowledge users) actively contribute to and use the (practice-based) knowledge and evidence
- **Research and knowledge partners** (knowledge development actors) collaborate with the Alliance to collect, develop and disseminate the knowledge

LINK:

- **MenEngage Alliance governance bodies and leaders** uphold and implement the accountability framework and quality standards
- **Feminist leaders, organizations and movements** (strategic partners) engage the Alliance as a credible ally.

Pathways to change

MenEngage Alliance's **scope of work** refers to “transforming masculinities and engaging men and boys” with an intersectional feminist vision of gender equality.

We work with many different actors. At this stage at the start of the new PMEL framework we have grouped these actors strategically together. As we will implement

the actor-based approach we will further elaborate the pathways for change for all focused actors, as well identify new potential actors.

- We work most closely with **members and partners** of MenEngage Alliance. These are civil society organisations and individuals (“leaders”) consisting of activists, practitioners and programmers, researchers and policy makers working on or with an interest in learning about men and masculinities approaches towards gender-, social- and climate justice.
 - MenEngage creates an enabling and supportive environment for members to showcase their work, learn from each other and do their work more effectively.
 - We also strive, in our role as a field builder, to contribute to changes among partners (not members of the Alliance, but participants in joint activities). Together they constitute a significant part of “the field” of social change actors working on men and masculinities.
 - We work in collaboration with intersectional feminist organisations and networks.
- **Networks** refers to MenEngage country-, regional and global networks.
- We aspire to work with our boundary partners to monitor change at **all levels:** country-, regional- and global.

With these, our **ultimate agenda** is to contribute and add value to advancing women's rights, gender-, social-, and climate justice from our critical "men and masculinities" lens.

Pathways to Change

INFLUENCE: Systemic Change

Policy makers in governments and UN agencies

Government and multilateral actors will be further refined as we work on the pathways for change. They can, for example, be local-, national government, regional governing entities, UN agencies.

Who & what	Theory of Change	Expect to see	Like to See	Love to See
<p>Policy makers in governments and UN agencies</p> <p>adopt gender transformative approaches to transform masculinities and engage men and boys</p> <p>in policies, programmes and funding</p>	<p>If MenEngage Alliance:</p> <ul style="list-style-type: none"> - identify, reach out and build contacts and relationships with policy makers in governments and UN agencies - bring together policy makers for collective awareness and capacity strengthening - offer policy makers promising examples and analysis of transformative approaches - provide policy makers with comprehensive policy language - accompany policy makers in policy making processes and in their individual and institutional journeys of transformation 	<p>Policy makers:</p> <ul style="list-style-type: none"> - communicate and reach out for promising examples, analysis and policy language on transforming masculinities - agree to meet with members and partners to learn from their evidence and knowledge on transforming masculinities - join awareness and capacity strengthening activities around gender transformative approaches on working with men and boys organised by MenEngage Alliance 	<p>Policy makers:</p> <ul style="list-style-type: none"> - utilise and reference MenEngage members' work, analysis and evidence in policy frameworks and consultations - show willingness to deepen understanding of their own attitudes and behaviours - reach out to MenEngage and partners for support 	<p>Policy makers:</p> <ul style="list-style-type: none"> - systematically and transversally integrate gender transformative approaches to engaging men and boys and transforming masculinities in strategies, programmes and funding - exhibit and lead gender equitable and anti-patriarchal political discourses

Media, influencers, and public figures

Who & what	Theory of Change	Expect to see	Like to See	Love to See
<p>Media, influencers, and public figures</p> <p>adopt gender-equitable, feminist, anti-patriarchal</p> <p>public discourse and narratives on masculinities and men and boys</p>	<p>If MenEngage Alliance:</p> <ul style="list-style-type: none"> - Share impactful stories of change, key messages around the importance of gender-transformative work with men and boys, and timely announcements, analysis, and stories to media professionals - identify, reach out and build contacts and relationships with media professionals and institutions - carry out awareness and capacity strengthening activities for representatives of media, influencers and public figures - Accompany media professionals, influencers and public figures in their individual and institutional journey of understanding and transformation 	<p>Media, influencers, and public figures:</p> <ul style="list-style-type: none"> - Engage (meet, talk) with MenEngage actors - follow the programs and campaigns of MenEngage members and partners - reach out to MenEngage members and partners for support with information, narrative and stories of change on transforming masculinities 	<p>Media, influencers, and public figures:</p> <ul style="list-style-type: none"> - participate in awareness and capacity strengthening activities organised by MenEngage actors - Mention MenEngage Alliance and our key messages around how to work with men and boys for gender justice - Provide positive mentions, coverage, or amplification of MenEngage campaigns and stories 	<p>Media, influencers, and public figures:</p> <ul style="list-style-type: none"> - integrate gender equitable feminist anti-patriarchal analysis and narratives on masculinities and men and boys, thereby actively countering patriarchal masculinities messaging - collaborate with MenEngage members and partners in developing and publishing relevant content - influencers and public figures share anti-patriarchal and gender equitable narratives and public voicing - cover gender transformative approaches and stories of change and anti-patriarchal narratives to transform masculinities

Men & boys

We work with men and boys to encourage their active involvement in ending gender inequalities, advancing women's & LGBTQI 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 all spheres of society to promote progressive policies and institutional practices in favour of women's rights and gender justice.

An important part of MenEngage Alliance's strategic role includes working men and boys as a "constituency group", assuring that their individual and collective processes of change contribute to dismantling patriarchy and transforming masculinities. We work with men and boys as "agents of change" 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 actions in dismantling these very systems, while acknowledging that men and boys are also affected by these patriarchal systems. We work with men and boys in all spheres of society, from individual attitude and behaviour change, to allies in promoting progressive policies and institutional practices in favour of women's rights and gender justice. We seek to call more men and boys in to critically reflect on their roles and responsibilities, and commit to foster ways of working with men and boys on patriarchal masculinities which are grounded in a commitment to significant social change, and to the social justice struggles on which such change depends.

Through gender transformative approaches, our members promote alternative models of "how to be a man", and encourage men and boys to take action. Together we seek to improve the quantity and quality of this work, in order to reach large numbers of men and boys and create a critical mass of people who will translate these ideas into practice in their everyday lives. While doing so, an important learning for the Alliance is that working at the micro-level or soft issues is important but not enough to bring about substantive equality and justice. Collectively, we have made our commitment to align to the feminist systems change agenda towards social, economic and environmental justice, and to bring

men and boys on board as advocates for systemic transformation and be accountable allies in gender, climate and social justice agenda.

Who & what	Theory of Change	Expect to see	Like to See	Love to See
Men and boys mobilize as agents of change, taking a vocal and visible stance to transform masculinities and advocate for gender equality and social justice within their communities and institutions	<p>If MenEngage Alliance:</p> <ul style="list-style-type: none"> - hold critical reflection sessions with men and boys to raise capacities and promote messages and examples of alternative models of “how to be a man” - offer campaigns that reach and engage men and boys with gender-equitable, feminist, anti-patriarchal messages and calls to action - offer capacity strengthening activities on advocacy and activism for men and boys to improve understanding and skillsets on gender-equitable, feminist, anti-patriarchal approaches 	<p>Men and boys:</p> <ul style="list-style-type: none"> - participate and engage in reflection sessions organised by MenEngage actors - demonstrate interest to engage with the Alliance's calls to action on transforming masculinities - participate in capacity strengthening activities on activism for gender equality through a ‘men and masculinities’ lens 	<p>Men and boys:</p> <ul style="list-style-type: none"> - recognize MenEngage Alliance and members as accountable ally - participate in the Alliance’s calls to action on transforming masculinities and realisation of feminist vision for equality - question gender norms and recognize their roles in sustaining or challenging patriarchal power relations - have acquired skillsets in activism for gender equality through men and masculinities lens 	<p>Men and boys:</p> <ul style="list-style-type: none"> - actively advocate - from a men and masculinities lens - for feminist systems change in the spaces they occupy - act as allies against patriarchal norms and the anti-rights backlash

IMPROVE: Quality and Capacity

MenEngage Alliance member’s and partner’s: programming & practices

Who & what	Theory of Change	Expect to see	Like to See	Love to See
MenEngage members and partners deliver high-quality gender transformative and accountable work on men and masculinities	<p>If MenEngage Alliance:</p> <ul style="list-style-type: none"> - ongoingly develop and update standards on gender transformative approaches - organise learning and capacity strengthening activities on gender transformative approaches - organize capacity strengthening on accountable practices - document evidence of promising practices and lessons learned on gender transformative approaches - amplify and disseminate evidence of gender transformative approaches 	<p>MenEngage members and partners:</p> <ul style="list-style-type: none"> - actively participate and engage in knowledge sharing and capacity strengthening spaces on accountable gender transformative work with men and boys - document promising examples and evidence of gender transformative work 	<p>MenEngage members and partners:</p> <ul style="list-style-type: none"> - utilize gender-transformative and accountable approaches in their programs and advocacy efforts to transform masculinities - partner, collaborate with and provide technical support to civil society organizations on gender transformative men & masculinities work 	<p>MenEngage members and partners:</p> <ul style="list-style-type: none"> - consistently deliver gender-transformative and accountable programs and advocacy on engaging men & boys - are recognized as experts, thought leaders and field builders on high-quality gender transformative and accountable work on transforming masculinities and engaging men & boys

LEARN: Knowledge and Evidence

MenEngage Alliance members, networks and partners: knowledge users

Who & what	Theory of Change	Expect to see	Like to See	Love to See
<p>MenEngage members, networks and partners</p> <p>actively contribute to and use (practice-based) knowledge and evidence on transforming masculinities and gender justice</p>	<p>If MenEngage Alliance:</p> <ul style="list-style-type: none"> - identify, document, and share promising practices and stories of change from members and partners engaged in transformative work with men and boys - develop and disseminate knowledge products, tools, and guidance that draw from practice-based and academic evidence, aligning with feminist, human rights, and normative frameworks - build and strengthen partnerships with academic institutions, feminist organizations, and UN agencies to co-create and advance knowledge - host and maintain a virtual MenEngage knowledge and learning hub to make resources, tools, and materials accessible in multiple languages and formats 	<p>Alliance members, networks and partners:</p> <ul style="list-style-type: none"> - access knowledge products and learning hub developed by MenEngage - consistently participate in peer to peer knowledge, learning and evidence building initiatives - develop case studies and stories of change 	<p>Alliance members, networks and partners:</p> <ul style="list-style-type: none"> - develop quality knowledge products on transforming masculinities and working with men and boys for gender equality - have increased partnerships with external researchers and knowledge partners <p>Contribute to the MenEngage knowledge and learning hub</p>	<p>Alliance members, networks and partners:</p> <ul style="list-style-type: none"> - actively produce, disseminate, and utilize practice-based evidence and specialized knowledge on transforming masculinities - integrate research evidence findings, case studies, and learning into their strategies, programmes, and advocacy work

Research and knowledge development partners

Who & what	Theory of Change	Expect to see	Like to See	Love to See
<p>Research and knowledge partners</p> <p>collaborate with the Alliance to collect, develop and disseminate the knowledge on transforming masculinities and working with men and boys in gender and social justice</p>	<p>If MenEngage Alliance:</p> <ul style="list-style-type: none"> - create spaces to bring together researchers and partners - identify and collect promising examples from the members and partners on priority areas of work - support the emergence of knowledge from the communities of practice on priority areas - develop and implement knowledge management and dissemination strategy 	<p>Researchers and knowledge partners:</p> <ul style="list-style-type: none"> - actively participate in the spaces, working groups, and learning exchanges - develop agreements to collaborate on co-designing tools, methodologies, and knowledge products - come together to develop plans to using Alliance’s knowledge in the development of knowledge and evidence 	<p>Researchers and knowledge partners:</p> <ul style="list-style-type: none"> - engage in partnership to co-create knowledge products such as reports, briefs, learning guides, or digital content - document the evidence and lessons generated in ways to inform program and advocacy strategies - join hands to organise regional and global exchanges to enable cross-learning, innovation, and alignment of transformative practices. 	<p>Research and knowledge partners:</p> <ul style="list-style-type: none"> - actively produce, disseminate, and utilize practice-based evidence and specialized knowledge on transforming masculinities to influence policy, practice and global conversations - form a vibrant, collaborative ecosystem that continuously generates, refines, and disseminates knowledge and evidence on transforming masculinities and working with men and boys in gender and social justice

LINK: Network Sustainability

MenEngage Alliance governance bodies and leaders

This includes MenEngage Alliance Regional- and Country- Network Secretariats and Steering Committees, the Global Secretariat (GS) and the Global Board.

Who & what	Theory of Change	Expect to see	Like to See	Love to See
<p>MenEngage members, networks and leaders</p> <p>are recognized for exemplary, high-quality, gender-transformative feminist leadership and organizing</p>	<p>If MenEngage...:</p> <ul style="list-style-type: none"> - support MenEngage members and networks with technical and financial resources - have strengthened cross-regional collaborations and learning on feminist and accountable practices - organise networks governance, members' assembly, leadership meetings and elections - strengthen capabilities and mechanisms for membership access to information and meaningful engagement - have a well-capacitated Global Secretariat in place - conduct case handling in alignment with the Alliance's principles, including by strengthening capacities on restorative justice approaches - implement youth leadership mentorship and capacity strengthening strategy of the Alliance - successfully implement fundraising and resource mobilisation strategy 	<p>MenEngage members, networks and leaders:</p> <ul style="list-style-type: none"> - Strengthen inclusive and accountable governance. - Participate in dialogues and capacity strengthening activities with members on accountability and feminist leadership - address barriers to youth leadership 	<p>MenEngage members, networks and leaders:</p> <ul style="list-style-type: none"> - have strong governance systems, internal processes, and decision-making practices to ensure inclusivity, transparency, and accountability - uphold feminist and decolonial values - <i>sharing power and upholding collective accountability</i> - in Alliance governance and decision-making - demonstrate increased youth in MenEngage leadership positions 	<p>MenEngage members, networks and leaders:</p> <ul style="list-style-type: none"> - are characterized by high trust, transparency, and strategic efficiency, ensuring the Alliance's core functions, resources, and structures seamlessly enable the collective mission.

Feminist leaders, organizations and movements

Who & what	Theory of Change	Expect to see	Like to See	Love to See
<p>Feminist partners</p> <p>recognize MenEngage Alliance as a trustworthy and accountable partner</p> <p>leading to strengthened cross-movement collaborations for the collective struggle against patriarchal systems</p> <p>inclusive of transforming masculinities and working with men and boys</p>	<p>If MenEngage ...</p> <ul style="list-style-type: none"> - support and join activities of feminist partners and networks through accountable practices - stand in solidarity with feminist movements supporting and amplifying these agendas as accountable allies - share analysis and political agendas on ‘men & masculinities’ with feminist partners & movements - outreach for collaboration and build relationship with feminist partners and networks - co-organise conversations about accountability with feminist partners and leaders 	<p>Feminist partners:</p> <ul style="list-style-type: none"> - increase joint meetings, and shared spaces for dialogue on transforming masculinities and engaging men and boys in feminist and accountable ways - recognise the value addition of the work on transforming masculinities by MenEngage actors 	<p>Feminist partners:</p> <ul style="list-style-type: none"> - invite MenEngage actors into feminist movement spaces and dialogues, including to address the ‘men and masculinities’ lens - collaborate in joint programming, advocacy and mobilization, inclusive of transforming masculinities - co-develop shared narratives and policy recommendations for influencing public discourse and institutional practices 	<p>Feminist partners:</p> <ul style="list-style-type: none"> - recognize MenEngage as a trusted voice and partner - consistently integrate and reach out to MenEngage Alliance for ‘men and masculinities agenda and analysis - co-organise cross-movement building efforts with MenEngage Alliance, inclusive of a feminist and accountable ‘men and masculinities’ lens

Crosscutting functions

Communications

Communication is a cross-cutting function on which many different activities across all four Outcome Areas (Influence, Improve, Learn, Link) rely.

It supports linking, such as through the management of digital spaces for members to connect. It facilitates learning, such as through the development of communications-friendly formats for knowledge-sharing and the management of online learning resources. It helps the field improve its work, for example by ensuring capacity strengthening activities are publicised and well-attended. It amplifies collective influence, such as through shared advocacy or digital activism campaigns. With this in mind, relevant communications outputs and activities are included within each Outcome in this proposal. However, as with all aspects of our work, any given communications activity will have knock-on effects that support multiple outcomes at the same time.

Collective voice for positive change

Beyond its functional role, communications is a consistent means of bringing together vision, values and principles and translating that into voice and agency. It embodies what we stand for and amplifies core messages to ultimately influence public opinion.

Communication is a particular concern for the work with men and boys in a time in which misogynistic, anti-feminist, and anti-rights messages and narratives are finding mass appeal, particularly among younger men and boys.

Indeed, concerns over the backlash, and its particular relation with masculinities, are raised in meetings and webinars across the range of issues on which MenEngage Alliance works. This is an issue that must be addressed with urgency through all the work of MenEngage Alliance and its collective networks and membership (in partnership with feminist women's and LGBTQI rights movements). And, from a communications perspective, there are particular opportunities to change the narrative through collective approaches including: campaigning; developing communications tools; communications capacity strengthening based on the knowledge and experience of communications experts in the network; developing compelling messaging; and amplifying messaging via the right channels to make an impact—to name a few.

Finding and amplifying messages and narratives that offer alternatives to regressive voices, and can energise and excite men and boys around feminist visions for the world, is a significant task ahead for those interested in gender justice, particularly those promoting feminist-informed work with men and boys.

As a network with significant collective experience working with men and boys directly through gender-transformative approaches, MenEngage Alliance is ideally-placed to provide a collective voice to add value to the work of feminist movements by anchoring joint communications initiatives based on the collective experience and knowledge of the network.

Striving for inclusivity

We continue to aim for high standards of language inclusivity in our communications and operations. We also recognise the privilege that colonial languages hold over other languages, particularly English.

While we cannot support every language, we publish key materials such as reports, newsletters, the website, and most videos in three languages (French, English and Spanish). This includes a WhatsApp announcement group in each of these languages. We aim to provide live interpretation at events in relevant languages wherever possible.

We aim to use accessible practices when using digital formats, such as ensuring information is available to people who use screen readers (i.e. not embedded in an image that cannot be read by a computer).

Communications channels and approaches

MenEngage Alliance will continue to manage several communications channels. Many of these are managed by the Global Secretariat. Regional and national networks also manage communications channels, depending on their capacities. MenEngage Global Secretariat seeks to support all MenEngage networks managing social media channels with tools and capacity strengthening opportunities.

Website

www.menengage.org

The global website provides a central platform for MenEngage Alliance to demonstrate our vision and mission, latest news, events and resources, members, networks, governance materials, and accountability reporting mechanisms. It is published in French, Spanish and English. It is being significantly overhauled since 2024, to provide a much more comprehensive online picture of MenEngage Alliance as a key digital resource for the upcoming Strategic Period.

Mailing list and newsletter

More than 7,000 people around the world are signed up to the global MenEngage Alliance mailing list. This includes people from civil society, donors, government, United Nations agencies and other intergovernmental agencies, the research community, activists and practitioners around the world. Emails communications remain the key contact point between MenEngage Alliance and these audiences. This channel is where announcements, statements, and event information is shared. It is also the channel where the MenEngage Alliance newsletter consolidates and shares updates from the various MenEngage networks, members and partners, in three languages on a regular basis.

Membership Management platform

A new membership management and engagement platform is being established (using the GlueUp platform). Regular communications will be used to step up member engagement on relevant and relatable topics.

Social media channels (LinkedIn, X, Facebook, Instagram, WhatsApp, Signal, GlueUp)

The Global Secretariat of MenEngage Alliance manages multiple social media profiles and spaces. They are used to regularly support campaigns of feminist partners, to elevate the work of members and MenEngage networks, and to share news and updates from MenEngage Alliance.

Video library on YouTube

MenEngage Alliance manages a YouTube channel that acts as a digital video library of hundreds of webinar recordings and more than 1000 different people sharing experiences and knowledge from all over the world. They are organised into a number of thematic playlists that are open to explore for practitioners, activists, and researchers interested in a particular topic.

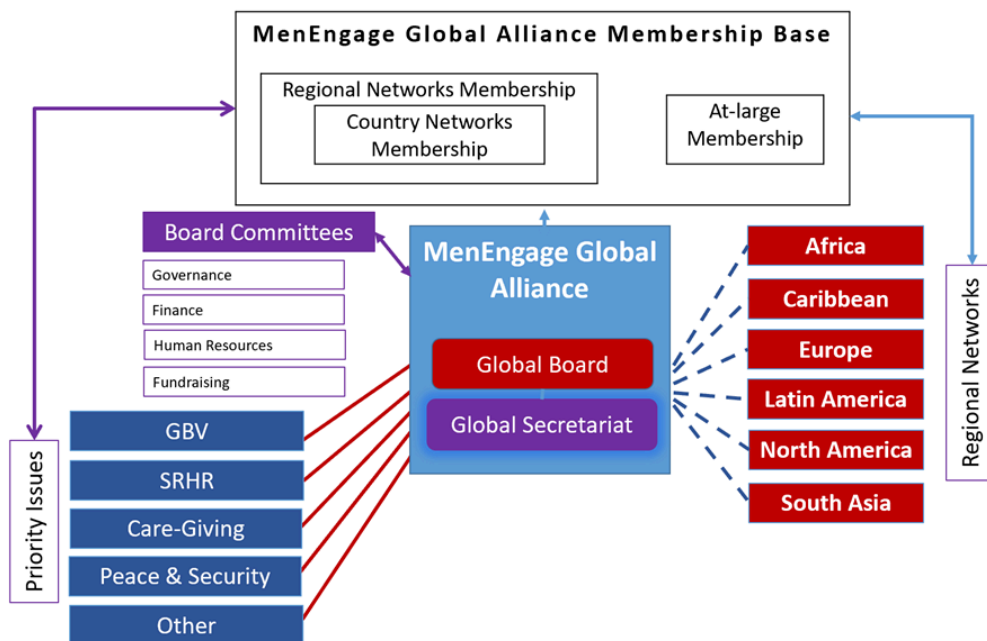
External channels

MenEngage Alliance has potential to promote its messaging in traditional and digital media to influence popular and cultural discourse, including by engaging with podcasts, news and opinion websites, radio/TV, digital newsletters, YouTube channels, working with influencers and key voices in the digital and media world..

Governance & Organisational development

As an alliance, good governance includes leadership development, networks building and governance of the alliance-structure. During the past strategic period, we prioritised efforts to strengthen our country and regional networks. We will continue to do so, and these efforts are described elsewhere.

This section focuses on the Governance and Organisational Development of MenEngage Global Alliance, including the Global Board and Global Secretariat team. (Please see our “Management Booklet” for a detailed description of the different parts of the Alliance’s structure and their functions.)



Through our priority on strengthening the governance structure of the Alliance we will continue to anchor the institutional mechanisms and coordination required for the daily functioning of the network, and in order to sustain the Alliance in the long term, through a democratised structure. Although it is taking time, we continue to see an increased level of democratisation in terms of decision making, transparency and opportunities for new and inclusive leadership at all levels of the Alliance.

MenEngage Global Board

is responsible for the governance of the Global Alliance, including overall policy and strategic direction. The Board consists of dedicated seats for one representative per regional network, and organisations 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 dedicated seats for representatives of women's rights, youth, and LGBTIQ organisations. 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. The Board members are expert leaders in the field and have a strong voice and role in influencing the overall strategic directions of the Alliance, particularly since the Alliance is membership driven network. The Board committees further provide hands-on support in strategic direction and decision making for the Alliance, including ensuring interconnections with the priorities and strategies of the regional networks. This set-up supports upholding mutual governance-related accountability across the Alliance, and thereby supports having a strong global engine to drive this work globally through collective leadership. We will continue actively engaging and strengthening the MenEngage Global Board in the strategic development and implementation of activities of the Alliance.

MenEngage Global Secretariat

The Board delegates responsibility of day-to-day operations to the GS. Today there is a strong and inclusive team, with Co-Directors exemplifying shared leadership, and expert-activists from diverse backgrounds based around the world. The Global Secretariat demonstrates leadership in the Alliance's strategic areas of work, including networks building, membership engagement, advocacy, communications, knowledge development, and accountability.

Relationship with Regional networks

Similarly at the regional level, given the decentralised nature of the Alliance, there are Regional Steering Committees and Secretariats in place that govern the political and strategic directions and operations of the regional network, and lead on the implementation of the regional work-plans. The MenEngage Global Secretariat works directly with the Regional Networks leadership, including by providing technical support and sub-granting (see also Outcome 4).

Finance & Fundraising

MenEngage Global Alliance's budget has grown steadily. We have been successful in raising funds for joint activities and strengthen sustainability through grants and project-based contracts. We have a solid financial management and internal control system with all checks and balances in place. The Alliance has successfully raised funds for itself, and served as a catalyst for regional networks to secure grants for their work. MenEngage Global shares grant-making opportunities among our network. MenEngage Global Alliance also provides the regional networks with technical support and sub-grants for implementation of local strategic plans. The regional network leadership decides on their priorities - within the core principles and pillars of the Alliance. We have developed a strong mechanism for sub-grant handling, with mechanisms for collaboration based on mutual support and partnership (rather than INGO-style donor-recipient relationships).

Institutional strengthening priorities

Our network and activities have grown significantly in the past years. We have been able to move mountains with a small, highly flexible and well-qualified global staff-team. The organisation is ready to grow now into its next phase. There is a need to further strengthen the organisational management of MenEngage Global Alliance. We wish to strengthen our efforts in HR management, so that the team can continue to flourish and grow. In this vein we will develop and implement a staff wellness policy. Furthermore we need to increase our daily Operations & Administrative capacity. This also means we are seeking to strengthen our Organisational Development capacity, including fundraising. Finally, we need to develop our capacity in monitoring and evaluation particularly in determining and monitoring 'easy to track' measurements.

Planning, Monitoring, Evaluation & Learning

The Planning, Monitoring, Evaluation and Learning (PMEL) process is intended to measure progress on, analyse and make visible the way MenEngage Alliance's theory of change, strategic plan and program of work create impact. It aims to strengthen the Alliance's capacity to tell the stories of contributions to the broader feminist movement, and to progress on gender equality, human rights, and social justice. It will support MenEngage Alliance to effectively capture impacts across our network at national, regional and global levels, and capture how we support our members and networks in delivering progress.

It both defines, measures and shows success across the four strategic areas of work (learn, influence, improve and link) as well as laddering up the separate contributions from across the Alliance, to show a wider story of impact and the power of the collective.

Ongoing learning sits at the heart of our PMEL approach. Therefore this PMEL guide is a living document, and we see our PMEL work as iterative over time. As we use an adaptive management approach, we expect details within this framework (such as indicators or theories of change) to change over time, to adapt to context and needs.

This PMEL framework was updated in 2025 with support from the MenEngage Global Secretariat, the Global Board, regional networks, and a number of members. The framework guides how MenEngage Alliance plans, analyses and learns from its work.

Principles

In developing the framework we centered a series of principles and approaches, informed by feminist best practice and MenEngage Alliance's values, principles and accountability standards. These include:

- **There is rarely one single story or one truth.** We bring our own biases, perspectives and humanness to our work. We value multiple forms of knowing. We see, recognize and unpick multiple identities and realities to understand how they affect change. Knowledge, information and data are deeply informed by context,

and cannot be analysed without understanding power, people, motivations and politics.

- **We examine and challenge power**, including within our PMEL processes and approaches.
- We emphasise **active and meaningful participation and leadership**, and create processes to allow this in a non-extractive way. Knowledge belongs to the community, and we commit to a decolonial approach to shared knowledge and learnings.
- **People are central to change - an actor-focused approach to PMEL.** Our PMEL approach focuses on shifts in behaviour, relationships, and practices among the actors we engage with most closely, and how these changes affect policies, institutions and cultures.
- **Longer-term.** Change happens over time, and we emphasise progress and challenges over several years, not several months.
- **Contribution, not attribution.** We are part of a movement, and we articulate how we have contributed to, not solely caused, change.
- **Evidence has many forms**, and statistics are just as important as stories, reports, or statements.
- **Learning is an ongoing, imperfect process**, and requires us to unlearn old practices, as much as it does invent new ones.

Approach

Our approaches to PMEL align with our values-based, relational, and feminist approaches to social change and justice, offering a more meaningful way to understand our contribution to progress without claiming direct attribution. They support MenEngage Alliance's reflection on how change occurs through collaboration and values-based partnerships, and help clarify the Global Secretariat's contribution to others' work. They strengthen alignment with feminist PMEL principles—such as power analysis, learning, mutual accountability, and context-specific change. By adopting these approaches, the PMEL framework becomes attuned to how collective progress unfolds across the Alliance.

Our approach to PMEL centres on three key ways of working:

- 1. Whole of Organisation Approach:** We see PMEL as a holistic approach across MenEngage Alliance. It is not a discrete process focused on any single element, but rather a philosophy embedded in the Alliance's theory of change. We are rigorous about planning, monitoring, evaluating and learning from our work in order to deliver deep, meaningful and lasting impact. All team members and networks have an inclusive leadership role in PMEL, and in our PMEL processes.
- 2. Adaptive management:** We plan, monitor and learn in ways that are flexible, responsive and relevant, because we work in complex and changing contexts. We integrate our learnings into our planning, and we adapt planning and activities where internal or external contexts demand it.
- 3. Actor-Focused Approach:** To further strengthen our ability to capture meaningful change, MenEngage Alliance adopts an actor-focused approach inspired by Outcome Mapping. This reflects the Global Secretariat's enabling and relational role within the Alliance — working primarily through support, facilitation, and influence rather than direct implementation. An actor-focused lens helps bridge the gap between Global Secretariat-level strategies and long-term societal goals by tracking how key actors — such as regional networks, members, working groups, and feminist partners — evolve in their practices, relationships, and leadership over time.

Annex I: Environmental assessment summary

Given the diversity of contexts in which the members of MenEngage Alliance work and live, across 92 countries, a “one-size-fits-all” approach to climate change impact reduction is neither feasible nor equitable. What works in one region may not be appropriate or effective in another, particularly in areas with fewer resources or where sustainability practices could inadvertently reinforce inequalities. A carbon just approach, taking an intersectional feminist lens, accounts for disparities in access to resources, power dynamics, historical injustices, and the varying vulnerabilities faced by different communities. It emphasizes solutions that are context-specific, inclusive, and designed to address the root causes of both climate change and social inequities, ensuring that marginalized voices are prioritized and systemic inequalities are dismantled in the process.

A climate justice framework ensures that actions are tailored to local realities while addressing global inequalities. This takes into account historical and on-going power relationships and systems of exploitation, such as racism, colonialism, and patriarchy - to push for a systems change by moving beyond the often false sense of guilt and power that is at times created around individualistic life choices and efforts.

Ultimately, through our climate justice agenda, we actively raise awareness among men and boys about their roles and responsibilities in addressing environmental and climate challenges, and its intersection with gender justice. Through this multi-pronged approach, we aim to foster long-term behavioral and systemic changes that will significantly reduce negative climate impacts. These efforts reflect our commitment to advancing a just, equitable, and sustainable future while holding ourselves accountable for our environmental footprint.

In brief, MenEngage Global Alliance does the following within our scope and activities:

- 1) To harness opportunities for a positive impact from MenEngage Alliance’s work on the environment, we have it prioritized as a political agenda in our work through continued advocacy through the Climate Justice working group, and deepening partnerships with feminist networks, such as Women Engaged for a Common Future (WECF).

On the advocacy level as well as collaborations with feminist, youth, LGBTIQ+, and climate justice movements, the Alliance further integrates environmental considerations into our activities. By engaging in key global policy spaces, such as the CSW, SB60 Conference, COP29 and HRC, and coordinating youth-focused initiatives, we seek to strengthen institutional frameworks for engaging men and boys and advance gender justice within climate negotiations. These activities collectively promote accountability and ensure alignment with broader climate and social justice goals.

We have also embedded climate justice into our broader agenda by pushing for systemic changes to address environmental and social inequities. Through awareness-raising and capacity-building initiatives, we empower our members to engage effectively in climate justice initiatives that are locally grounded, and have a global influence where possible.

2) To avoid and mitigate negative impacts and risks from MenEngage Alliance's work that can harm the environment, we prioritize sustainable practices across all areas of our operations. We meet primarily online to reduce the need for travel, work in a decentralized manner to minimize resource consumption, and strive to limit air travel wherever possible. When air travel is unavoidable, we opt into carbon offsetting to counterbalance the emissions. Additionally, we have significantly reduced our reliance on printed materials by publishing most of our publications online, further minimizing our ecological footprint.

We also promote alternative transportation methods like trains and shared vehicles for medium- to long-distance travel and emphasize minimizing single-use plastics and waste during trips. Recognizing the diverse contexts of the Alliance's members across 92 countries, we adopt a flexible, regionally adapted approach to travel and sustainability practices, considering security risks, gender-specific challenges, and accessibility needs.

This commitment extends to integrating low-carbon practices into event planning, ensuring inclusivity, and amplifying the voices of those most affected by climate change. Through these measures, MenEngage aims to align our actions with the principles of climate justice, fostering accountability and sustainability within its global network.

Additionally, we acknowledge the impact that digital infrastructure has in contributing to emissions due to energy consumption from cloud storage, streaming, data centers, etc. We are currently exploring tools to better measure and mitigate digital footprints.

3) To manage risks from environmental degradation and climate change and ensure that MenEngage Alliance’s work is resilient to climate change and other environmental changes, please see section “Natural or human-made disaster and conflict” of the Risk Framework in ANNEX II.

Patriarchal norms restrict boys emotional development. This has lifelong consequences for them and for society. bell hooks’ insights from 20+ years ago are as relevant as ever. It’s time to rethink rigid gender norms