MenEngage Alliance

PROGRESS EVALUATION

Report on implementation of Sida proposal 2012 – 2016

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Table of Contents

ACKNOWLEDGEMENTS

EXECUTIVE SUMMARY

This document contains the report on the progress evaluation of the work carried out by the MenEnagage Alliance (MEA) within the framework of the Sida funded *Strategic Plan and Program 2012 – 2016.*

EVALUATION APPROACH AND METHODOLOGY

The evaluation, facilitated by Silvia Salinas and Patrick Welsh, adopted a participatory approach and used qualitative and quantitative methods to stimulate critical reflection and analysis of different aspects of the MEA: a) organisational structures and internal governance; b) membership and participation of member organisations at country, regional and global levels; c) partnerships and alliances with feminist/women's rights organisations and other human rights, development and youth organisations/movements; d) accountability, transparency, monitoring and evaluation dispositions and mechanisms (internal and external); the role and identity of the MEA; e) the development and execution of the MEA global strategies (advocacy, networking and communications) and f) the sustainability of the MEA. In doing so, the following evaluation criteria were applied as crosscutting axes of analysis: effectiveness, relevance, efficiency and sustainability.

The participatory, "virtual" character of the evaluation was a determining factor of the methodology, methods and tools that were developed by the evaluation team in coordination with an evaluating reference group that comprised of the GS and selected members of the GB.   During the 'fieldwork', the following methods were employed:

- A total of 25 skype interviews with key informants (see annex 3.1)
- One online MEA member organisations' survey (Survey Monkey) that 86 member organisations participated in. (See annex 3.2),
- Review of secondary sources (see bibliography – annex 5)

Triangulation of results/findings of different methods applied was a key step to ensure reliability and credibility of the evaluation findings.

Additionally, the evaluation team participated as "participant observers" during the MEA Board meeting in June 2016 in Stockholm. This opportunity was used to meet with the GS, the Reference Group and to interview directly some key actors; it was also an opportunity to develop a small participatory session with all board members on lessons learned and challenges, and to participate in a meeting between the GS and the regional coordinators.

SYNTHESIS OF EVALUATION FINDINGS AND CONCLUSIONS

Sida core funding to the MEA from 2012 to date has been instrumental in enabling the MEA to strengthen its internal organisational structures and governance mechanisms, achieving greater institutionalization/professionalization and more efficient operating models, particularly at the global level. This strategic period has been characterised by in-depth changes in leadership, structure and identity (for many years characterised and significantly determined by the charismatic, visionary, dedicated and effective leadership of 2 key members) that have set the foundations for a new

"chapter" of the alliance as an independent, inclusive, collectively owned and representative network.

The journey of transition, although arduous and painful at times, has been marked by commendable levels of personal and institutional commitment and political maturity in navigating complex power dynamics. Currently there is a general predisposition (GS, GB, RCs, member organisations) towards mutual collaboration and further development of the MEA, that includes diversifying representation and leadership, fine-tuning roles, responsibilities and decision-making procedures (at all levels) and strengthening the interconnectedness between the different levels of the MEA.

Developing a Theory of Change is a prerequisite for enhancing the future effectiveness and efficiency of the MEA, that will enable it to take a qualitative leap forward in the coming years towards producing outcomes that contribute to long-lasting political and structural changes and sustainable transformations in damaging social and gender norms. In doing this, it is important that the MEA resists pressures to operate as a conventional project-oriented NGO that focuses primarily on results and outputs and putting emphasis on the nature of the MEA as a network, fostering processes of strategic activism at all levels, even when, for operational reasons, it is sometimes necessary to function as an NGO, within the logic of the "development paradigm".

The ratification of the idea, during this evaluation process that the MEA is not a social movement in itself, but rather part of a wider movement for gender and social justice, makes the development of a Theory of Change even more crucial.

There is consensus about the need to focus on strengthening the regional level during the next MEA implementation phase (2016-2020), to enhance bottom-up participation and ownership, as well as to "capitalise" member organisations' work and strengthen evidence-based advocacy. This includes building consensus on how the strengthening of regional networks is expected to enhance the potential contribution of the MEA at the global to transforming patriarchal masculinities and power relations. It is also important, however, to combine "bottom-up" and "top-down" model perspectives, in which the GS "top-down" influence is also crucial in some topics like the understanding of the global masculinities picture that can impact on the direction and "added value" of the network.

The recently revised and update Vision and Mission statements of the MEA reaffirm its strong pro-feminist stance, focus on transformation and explicitly address gender power issues. The difficulty, remains, however, in how to translate such statements into a systemic, integrated strategic approach and operational proposals that truly reflect this expressions of commitment.

In recent years, the MEA has attained key achievements in building partnerships with women's rights organizations and in relation to "accountability". Power and how it is used by MEA members at all levels and in all private, public and political spaces, however, is an ongoing issue that will need constant revision and repositioning. Consequently, a gender transformative approach, must always take central stage in the design and delivery of MEA's strategies, operational models, partnerships/alliances and public and political interventions, as well as in the specific

strategy and actions to be taken to effectively countervail the harmful positions of anti-feminist men's groups and organisations.

Part of the MEA's journey in recent years has included embracing diverse men with diverse masculinities, moving away from an image of being a predominantly white, middle class platform. Further dialogue is needed with partner organisations on how men's diversity (inequalities and different access to and use of power and privilege) is perceived and integrated into the hypothesis about how change towards gender justice will happen, MEA's specific role, contribution and assumptions (Theory of Change), and on how LGBTQI, youth etc. are mainstreamed and explicitly addressed in the political positioning, objectives and strategies of the MEA.

The MEA is currently facing important challenges in relation to how to integrate new, important themes into its strategies and strengthen its current ones. The establishment of thematic working groups, allows the MEA to capitalise the rich experience of members, and involve them in the definition of thematic priorities, how to deal with to emerging issues, how advocacy agendas are agreed upon and how to guarantee an integral and inter-sectoral approach. A clear political stance, ethical, political and strategic coherence within a transformative perspective must be consistently and coherently reflected in the objectives, approaches and specific topics addressed in each thematic group.

While the formal membership of the MEA has grown to about 700 members, the day-to-day communications, dynamics and decision-making of the MEA remain circumscribed to a much smaller core group of organisations and actors, at global, regional and country levels. To address this, it is imperative that the MEA develops a 'membership strategy' that will facilitate wider and deeper participation and ownership and guarantee adherence of members to the guiding principles and code of conduct of the MEA. This may entail the need to define and manage different kinds, forms and levels of memberships (beyond organisational vs. individual memberships) to respond to different expectations, diversity, and also to ensure equity and equal opportunities.

The 2014 Delhi symposium represents a milestone and a high point in the recent history of the MEA. The convening and influential role and potential of the MEA became evident and fully acknowledged, particularly by women from feminist organisations and development NGOs who made up almost 1/3 of the participants in the symposium. Future symposia, however, could integrate a more activist approach, given the strategic interest of the MEA in building the capacities of other gender and social justice organisations and movements vis-à-vis transforming harmful masculinities.

There is a need within the MEA to develop a knowledge management strategy that captures the basic idea of a network, bottom-up processes and evidence-based advocacy that is a combination of two key images that different actors have about the MEA: as part of a wider movement for gender and social justice and as a community of practice. Furthermore, KM also entails capacity building (that can be operationalised at regional and country levels) based on inspiration, replication and reflection detonated by other experiences.

The strategic and operational plans of the MEA and its monitoring and evaluation systems (for example results framework, risk register) are designed with much attention to detail and efforts are made to adopt a participatory approach than enable GB members and other key advisors to contribute to their conceptualisation. The relatively small size of the GS makes planning and monitoring a relatively straight forward exercise. With the integration of new staff (the separation of the Global Coordinator/Advocacy Manager post into 2 separate ones, is currently under consideration), however, and increased collaboration with the Regional Networks, the planning, delivery and monitoring processes will become more complex. This underlines the need for the development of a Planning, Monitoring and Evaluation (PME) system with clearly defined performance, process and impact indicators that are relevant to the nature of the MEA as a network.

The transition period experienced by the MEA in recent years has undoubtedly contributed significantly to the strengthening of the MEA's internal structures and capacities, especially those at the global level that, given the nature of the MEA as a network will continue to be the subject of systematic reengineering in the future. It is of vital importance, however, that the MEA, in the immediate future, taps into the unique potential that it has to position itself politically, at the global, regional and country levels, and step up to the many strategic and operational challenges inherent in that. By the end of its next strategic period, the MEA should be established clearly as an unequivocal partner and ally of women's rights and feminist organisations not only within the "development paradigm" but also, and most importantly, within the "political/ideological paradigm".

For this to happen, it is crucial that the MEA consolidates a fundraising strategy that lessens its dependence on Sida core funding and which, in itself, should be an integral part of a wider strategy for sustainability.

SYNTHESIS OF EVALUATION RECOMMENDATIONS

1. **A Theory of Change to ensure deep-rooted transformation:** Undertake a participatory process to build a Theory of Change that delineates the pathways envisioned to achieve the expected social changes and explicitly addresses the underlying assumptions, clarifying the specific role and contribution of the MEA as a network.

2. **Form follows function:** The hypothesis of how change will occur and the corresponding strategies, together with all the changes implemented so far, should guide further modifications and consolidation of the MEA structure, specific roles and responsibilities, networking and participation mechanisms, towards a balanced and interconnected body between the national, the regional, and the global.

3. **The 3 key "PS" - Power, Politics and Privileges:** Avoid depoliticisation – often an unexpected consequence of enhanced institutionalization and formality- and keep focus on power and privileges, as key issues and lenses to "work beyond projects", guide planning, prioritize strategies, approach thematic analysis and define external positioning. Address internal power issues and relations.

4. **The politics behind the topics - Towards an inter-sectoral and flexible thematic approach:** Develop clear and more inclusive mechanisms and criteria for the thematic prioritization, keep a few ongoing thematic priorities but also have space for new, emerging issues, always mainstreaming a "feminist masculinity lens" in the analysis of different topics.

5. **"Meaningful partnerships" within meaningful diversification:** The MEA needs a strategy and methodology with clear criteria to prioritize, build and manage alliances with different actors and sectors. It is also important to embrace a wide spectrum of potential partners at all levels (national, regional, global) based on affinity- and complementarity-focused alliances, and also open spaces to establish dialogues with critical, opposition voices.

6. **From quantity to quality - membership strategy:** Move from quantity to quality membership through a differentiated, equity focused "membership strategy" that, based on clear "rights and obligations" and on keeping each other informed and accountable, takes into account the different characteristics, expectations and needs of the members.

7. **Decentralization, democratization and co-responsibility:** Strengthen participation, commitment, ownership and co-responsibility at all levels, also to address current work overload of the GS.

8. **From the "what" to the "how" in accountability:** Be aware and respond with sensitivity and creativity to the power issues, and the concerns that prevail among various feminist and women's rights organisations with transparency, strong self-awareness and reflective capacity. Expand the accountability concept to address expressions and movements of men that are contrary to the MEA essence and objectives.

9. **Knowledge management at the heart:** Develop a knowledge management strategy that captures and capitalizes the essence and richness of a network with 700 organisations, articulating knowledge and action. A knowledge management strategy that democratises access to knowledge, captures the basic idea of a network, fosters bottom-up processes and nourishes evidence-based advocacy.

10. **There is no network without communication:** Design a consistent, crosscutting communication strategy and ensure an adequate infrastructure that feeds and supports the other strategies, promotes networking, strengthens advocacy, enhances accountability and transparency, contributes to greater ownership and enhances visibility and positioning.

11. **Advocacy beyond:** Expand to potentially address other key issues less (explicitly) linked to the development agenda; strengthen and interlink the national, regional and global advocacy efforts; diversify and democratize representation and opportunities for exposure at global level; create collaborative campaigns with women's rights organisations.

12. **Enhancing technical, ethical and political capacities:** Develop innovative, global, overarching training and capacity building alternatives using new technologies. Evolve from a capacity approach to a competency-based approach that

includes competences in "being, knowing and doing" – related to the Code of Conduct and principles.

13. **Sustainability, the big word**: Sustainability is a complex challenge and it is important to address it integrally, using the actual strengths but considering the multi-faceted challenges, including the need for further diversification of funding sources, including other donors, possible membership fees and alternative resource mobilisation strategies linked for example to corporate social responsibility.

1. INTRODUCTION

1.1 HISTORICAL BACKGROUND TO THE MEA AND THE PROGRESS EVALUATION

To advance the cause of engaging men and boys in achieving gender equality, some of the key national NGOs and INGOs working in gender equality - White Ribbon, Instituto Promundo, Sahayog, EngenderHealth, Save the Children Sweden, UNDP, – together with key UN partners – began meeting in 2004-2005 to explore ways of working together. They identified a shared need to connect, exchange good practices and lessons learned, and collaborate on a structural basis. As a result of these meetings, the global network – MenEngage – was formed in 2006. Since then, regional and country-level MenEngage networks have formed and the number of members has increased significantly, from 35 in 2012 to over 700 in 2016.

One important milestone during its early phase was the first Global Symposium on Engaging Men and Boys in Gender Equality in 2009 that led to the Rio Call to Action. This was then followed by regional symposia and meetings in South Africa (Africa regional), Chile (Southern Cone), Cambodia (Southeast and East Asia) and Bangladesh (South Asia), in addition to previous regional meetings for Latin America, Europe and South Asia. As a result of these and other activities, MenEngage has become a recognized global voice for engaging men and boys in achieving gender equality.

The MenEngage Strategic Plan and Core Support Proposal 2012-2016, presented and approved by Sida, defined the following general objective: "*By 2016, the Global MenEngage Alliance seeks to contribute to bringing about greater gender equality around the world by being a global, unified voice and network for advocacy, information-sharing and capacity-building for engaging men and boys in achieving gender equality and by having a fully staffed and functioning Secretariat shared among the two co-chairs, and supported by multiple donors, as well as having regional MenEngage networks in seven regions who serve this same role as a global, unified voice for gender equality in their respective regions*".

Thus, a deliberate effort over the last years has been to formalize the governance structure of the Alliance to best represent and support its identity as a decentralized membership-based network, informed by democratic governance principles and mechanisms. With the crucial support of Sida, in 2013 a MenEngage Global Secretariat was established. Its full-time staff sees to the coordination and implementation of the Alliance's Global framework and strategies.

Another milestone since 2012 is the 2nd MenEngage Global Symposium, organized in New Delhi, India from 10-13 November 2014, which marked the maturing of the MenEngage Alliance's political stance within the 'engaging men and boys' field. With over 1200 participants, it resulted in the Delhi Declaration and Call to Action, which recognizes that patriarchy is the systemic root-cause of gender injustice and that patriarchy is often expressed through harmful masculinities, and men and boys both have a responsibility to and benefit from addressing and transforming unequal power relations.

As an outcome of a three-year in-depth consultative process with the MenEngage Alliance leadership, in January 2016 the MenEngage Global Alliance was registered

as a non-profit organization in the United States. It continues equally as a membership-based Alliance in spirit.

Over the last year it has become increasingly clear (though there is still a long way to go) that the MenEngage Alliance is not a network of men/boys for men/boys, but brings together a broad range of actors and approaches, under the joint belief that transforming masculinities and engaging men and boys is relevant and necessary to advance women's rights and gender justice. Consequently, the MenEngage Global Alliance has advanced its partnerships with women's rights and social justice actors.

In order to assess the progress of the MenEngage Alliance during the period December 2012 –November 2016, and to nourish the next 2016-2020 Plan, an independent external evaluation was conducted during the period between June and September 2016. The evaluation team consisted of Silvia Salinas from Bolivia and Patrick Welsh from N. Ireland (resident in Nicaragua).

1.2 OBJECTIVES OF THE EVALUATION

1. To assess the institutional structure, coordination mechanisms, dynamics of participation, ownership, role and "identity" of the MenEngage Alliance, identifying strengths and weaknesses.

2. To assess the performance of the MenEngage Alliance's overall goals and objectives contained in its 2012-2016 strategic plan, with particular emphasis on and analysis of the level of implementation, relevance, effectiveness, efficiency and sustainability.

3. To identify lessons learned, good and best practices and underlying success factors, in relation to MenEngage Alliance's management, strategies, methodologies, activities, risk management and support provided by SIDA and other donors.

4. To assess impact in terms of the contribution that MenEngage has been able to make to shaping ideas, policies and plans re men's involvement in gender equality and gender justice, especially looking at relationships that have been built with UN agencies, International NGOs and the women's movement.

5. Based on the evaluation findings and the existing opportunities and threats, to maximize the potential contributions of the MenEngage Alliance to movement building for gender justice, make concrete recommendations for the improvement of the MenEngage Alliance's future immediate and long-term strategies and actions that can be taken into consideration in the development of MenEngage Alliance's next organizational strategic plan 2016 – 2020.

1.3 METHODOLOGY USED FOR THE EVALUATION

The methodology developed for the evaluation, based on the ToR and discussions with the GS and evaluation reference group (see the full Proposed Methodology Document in annex 2), was primarily of a qualitative nature, designed to facilitate reflection and analysis by diverse sets of actors, in relation to the objectives of the evaluation. Quantitative analyse was applied to address performance, effectiveness and efficiency of the activities promoted by MEA to achieve its desired results. Furthermore, an online questionnaire/survey was sent to the whole list of member organisations, receiving responses from c.10% of MEA registered members.

Triangulation of results/findings of different methods applied were a key step to ensure reliability and credibility of the evaluation findings. The triangulation process involved reviewing and systematizing all interviews by grouping common findings/quotes, as the basis for this report. These were then confronted and complemented with findings from the survey, inputs from our document review and our own observations (for example during the meeting in Stockholm in June 2016), reflections and conclusions. This is important to understand the use of quotes throughout the report that have been taken mostly from one-to-one skype interviews.

The constructive engagement of the GS and the reference group that took place during the elaboration of the proposed methodology and the documentation review carried out by the evaluation team, enabled a clear vision of the focus and scope of the evaluation to emerge, the types of tools to be developed and with which actors, and also allowed for some practical considerations to be taken into account, so as to meet the reporting requirements of Sida.

It is important to highlight that the evaluation process contemplates one more phase until December 2016 to provide further inputs to the MEA to enhance its potential. During this period a questionnaire will be sent to the regional coordinators and steering committees, to motivate joint reflection about the regional networking dynamics, the characteristics, strengths and weaknesses. During the same period some good practices will be identified and systematized. Furthermore, a set of additional interviews will take place with important regional & country actors in the field of engaging men and boys, but who are not part of the MEA. The focus will be on the reasons for their non-involvement, their visions about the MEA and some recommendations they could provide.

Evaluation matrix

An evaluation matrix (see annex 2.3) was developed, focusing on the three major evaluation themes and the specific issues to be addressed within each one:

 a) Institutional assessment: Structure; Coordination and participation dynamics (& ownership); Accountability and transparency (external); Partnerships (alliances); Role and identity; Monitoring & evaluation; Sustainability[1] and long-term perspectives

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[1] Here sustainability refers to the Men Engage Alliance as such.

b) Performance, results and sustainability: Implementation (output level); Relevance; Effectiveness; Unexpected results; Impact; Value for money & efficiency; Assumptions and risk management; Sustainability (of results & processes)

c) Best practices, lessons learned and recommendations

For each specific issue, the evaluation matrix also included: a series of evaluation questions, secondary sources of information, key informants and methods to be used.

<u>Methods & tools</u>

The participatory, "virtual" character of the evaluation was a determining factor of the types of methods that were employed. During the 'fieldwork', these included:

- A total of 25 interviews with key informants (see annex 3.1 for list of interviewees)
- One online survey (Survey Monkey) aimed at all MenEngage Alliance member organisations. (See annex 3.2)
- Review of secondary sources (see bibliography – annex 5)

Additionally, the evaluation team participated as "participant observers" during the Board meeting in June. This opportunity was used to meet with the GS, the Reference Group and to interview directly some key actors; it was also an opportunity to develop a small participatory session with all board members on lessons learned and challenges, and to participate in a meeting between the GS and the regional coordinators.

The tools that were developed were:

- Interview guidelines, based on the evaluation matrix (see annexes 4.1 and 4.2).
- The online survey/questionnaire in English and Spanish. (see annex 4.3)

<u>Mapping of actors and their role/participation in the evaluation process</u>

The Evaluation Team elaborated a map of the different actors (see annex 2.2) to be consulted during the evaluation process and which took into account four sets of actors:

- The internal organisational structures of the MEA: governance board, global secretariat executive, regional and country networks, advisory board (including CS organisations and UN agencies)
- Member organisations
- External organisations and networks
- Donor organisations (SIDA and others)

A total of 25 people participated in the interviews, and a total of 86 organisations participated in the survey, of which 64 completed it.

Particular considerations about evaluating a network

The evaluation team coincided with Núñez and Wilson-Grau (2003) that an international social change network strives to link local efforts with global processes and build a movement that modifies power relations by:

· Fortifying creativity and critical thinking through dialogue and exchange.
· Sharing strategies and deepening understanding between diverse actors in complex situations.
· Addressing global problems through knowledge of their local, national and regional contexts.
· Strengthening a union of local forces in a global process.
· Creating and reinforcing international consciousness, commitment and solidarity.

This understanding was crucial to guarantee that the evaluation approach was appropriate and relevant to the specific nature of MEA as a network.

Some obstacles and limitations

• The limited number of survey responses of member organisations and, in general, their limited involvement in the evaluation.
• A few key external informants did not respond to the invitation to take part via a skype call or questions by email.
• Limited impact assessment given concentration during this period on formalisation and internal strengthening.

2. FINDINGS RELATED TO THE PROCESSES OF ORGANISATIONAL DEVELOPMENT AND PROFESSIONALIZATION OF THE MEA

2.1 ORGANISATIONAL STRUCTURES AND GOVERNANCE OF THE MEA

2.1.1 Historical Background

Since its creation in 2006, the MEA has been moving forward towards greater formalization, growth and visibility. In August 2009, the MenEngage Steering Committee held a strategic planning meeting, with support from Sida, and affirmed the need to have a full-time, staffed Permanent Secretariat to achieve its potential, build on and manage the increasing number of activities; the MEA urgently needed to strengthen its own internal organisational structures and develop greater independence and autonomy. Specifically, the Steering Committee designated Sonke Gender Justice and Instituto Promundo in their roles as co-chairs to coordinate the development and implementation of a three-year plan (through 2013).

Until 2013, then, the organisational structures and functioning of the MEA at a global level were characterised and significantly determined by the charismatic and effective leadership of 2 key historical members: Gary Barker, Executive Director of Promundo, Brazil and Dean Peacock, Executive Director of Sonke Gender Justice, South Africa. Their contributions to the development, consolidation and international recognition of the MEA have been widely acknowledged throughout this evaluation process, as have the personal energy, commitment and perseverance they have consistently demonstrated. Dependence on their leadership and disposition began to change, however, in 2013 with the creation of the Global Secretariat and specifically with the appointment of the first Global Coordinator (Oswaldo Montoya).

One unfortunate and adverse effect of Promundo and Sonke's successful, proactive leadership was the confusion that resulted, within the MEA and externally, vis-à-vis the boundaries between the actions and activities promoted by the MEA and those of Promundo and Sonke as organisations. Their strong leadership, fast pace and high involvement in MenEngage affairs may have also influenced some members to step back and play secondary roles within the Alliance.

In March 2012, the Steering Committee met in New York City, revised and extended the 2009-2013 plan to the period 2012-2016, unanimously reinforcing the need to establish the Global Secretariat and strengthen the organisational structures of the MEA.

Since then, a prolonged, challenging and often painful process of debate, discussion and critical analysis (e.g. around power issues, funds, visibility) has unfolded, which has reflected an unwavering collective commitment to deepening the democratisation and institutionalisation of the MEA, as an autonomous, inclusive space, characterised by shared ownership and transparency. This has also entailed the "re-creation of leadership models and roles towards greater facilitation and a bottom-up network building process". This has taken place in the period covered by the current grant provided by Sida (2012-2016) and has been made possible by it.

2.1.2 Global Secretariat

The approval of the MEA Strategic Plan and Program proposal by Sida in 2012 enabled the immediate operationalisation of the "permanent secretariat", envisaged originally in 2009 and now referred to as the Global Secretariat. This, in turn represented the first step in an ongoing process to strengthen and consolidate the MEA's internal organisational structures.

The first Global Coordinator was recruited and appointed in early 2013 and took up position as an employee of Promundo, based in the Promundo offices' in Washington DC.

Currently, the Global Secretariat comprises of 3 full-time staff members (Global Coordinator and Advocacy Manager, Global Networks Manager and Global Communications Manager) and in May 2016 moved into its own independent office space in Washington DC. The Global Secretariat, with the support of a Global Networks Associate and a small group of interns, together take responsibility for the administration and implementation of the MEA's strategies, programmes and projects and institutional processes.

During the evaluation process, there has been unanimous recognition by diverse internal and external actors and stakeholders of the professional capacities of the Global Secretariat, of their achievements, efforts, commitment and inclusive approach and of their ability to steer the MEA towards greater institutional development and autonomy.

> *"This decision made by the board enables a more independent identity and MEA representations, at technical level and in fundraising."*

> *"Although a small team, they have enough experience to guide the evolution in a way that will take advantage of the opportunities you get in a large network".*

Some concerns have been aired, however, in relation to the (ever increasing) workload of the GS and the multiple expectations vis-à-vis their collective and individual roles, particularly the double role played by the Coordinator of the GS (General Coordinator and Advocacy Manager). This, in part, has been addressed by the shift towards becoming more of a facilitating entity and less of an implementing one, whose role is to "*mobilize and energise the network and not do all the work itself*". This is reflected, for example, in the decision that GS staff will not take direct responsibility for capacity building processes with MEA networks. It will, rather play a brokering role by 'matching' the needs of country and regional networks and its members with the expertise of member or partner organisations and/or other specialists as needs emerge. During the meeting in Coimbra in 2014 "participants flagged the importance of the Global Secretariat serving as a broker to support information-sharing around capacity-building for the regional and national networks".

Similarly, in the past, the modus operandi of the previous co-chairs, who acted in many ways as a de facto secretariat for the MEA, enabled human and financial resources to be tapped from within their own organisations (Sonke and Promundo) for the execution of MEA activities and for maintaining a presence in key international advocacy and lobbying spaces and events. While this is recognised as a timely and

important contribution to the development of the MEA, the current composition of the GS and its role make it very difficult for them to cover all of the expectations raised and activities committed to.

Currently, the GS faces a dilemma. On the one hand there is pressure (from within and externally) *"to stay lean"* - not to increase significantly the number of salaried staff, based in Washington at least. There are also discussions taking place about having staff outside DC, putting in place a "decentralized GS". In any case, keeping central staffing levels low is seen as a necessary measure to stay true to the nature of a network, to facilitate partnerships with women's organisations and to avoid drifting towards adopting an operating model more akin to that of a traditional NGO.

On the other hand, however, the MEA has embarked upon a process of expansion and growth, and new opportunities for advocacy, networking, information/knowledge sharing and alliance building are constantly presenting themselves or being sought out. The decentralisation of some responsibilities, then, from the GS to member networks or organisations, as envisaged in the role of the GS as broker, is dependent upon these having the necessary staff and time to dedicate to MEA actions, which is often carried out in a voluntary capacity. In practice, many organisations do not include MEA commitments in their work plans and thus do not assign time and/or resource to the activities of the MEA. This also inhibits a better, clearer and more meaningful connection between the organisations' priorities and activities, and the MEA. Experiences with other networks have shown positive results and enhanced fulfilment of commitments when member organisations include "participation in the network" in their planning, time allocation and- wherever possible- resources.

In relation to the GS, some significant dilemmas are still ongoing:

a) Roles, attributions and systems are still under construction and in the process of being clearly defined. "*The GS will need to have the vision and connections to be part of global, big initiatives*", but it is unclear to what degree its members are also spokespersons for the MEA – their level of autonomy in those "big initiatives".

b) The real risk of GS overloaded and burnout: "*This has to do with planning models, and the promotion of activities that are results-orientated. Given the personal and professional competencies of the GS staff, it has moved forward promoting a culture of caring and recognition but it is also part of a donor driven and outcome based mode*l". This represents ultimately an unsolvable dilemma in daily "real-life" operations, priority-setting and decisions but some measures – e.g. the development of a Theory of Change to support prioritization and focus on transformation-oriented actions, the clarification of roles and transition towards a decentralized and co-responsibility model- can help mitigate the tensions.

c) The role of the GS, vis-à-vis the operationalisation of strategies focussed on sustainable personal, societal, institutional and political transformations and less so on the execution of output oriented projects.

   "For quite a while MEA has had a chance to decide upon and prioritise its goals: to share information, to carry out political advocacy, to build capacities. It is kind of none of those, really, but at the same time it does bits and pieces of all of them.

The GS doesn't play a role in facilitating exchanges, it does not profile its members, and has not been very active in developing an MEA advocacy campaign. In general, the MEA continues to shine a light on 'involving men and boys' but a lot of it is happening anyway".

Whilst some strategic decisions have been made to maximise the role of GS staff (for example in capacity building to play the role of broker rather than a direct implementer of a capacity building project), the future direction of the GS vis-à-vis the functions referred to in the above critique will depend on the development of a Theory of Change for the MEA. As a clearer vision of the desired changes and the pathways to achieving these emerge, the role of the GS (and those of its members), will also evolve, shifting from a results oriented approach to becoming the pivotal driving force of a dynamic, thriving network, a process that is already underway.

2.1.3 Global Board

It its early years the governing body of the MEA consisted of a Steering Committee comprised of founders, key players from member organisations and some "at large" members selected from other national and international organisations – including some donors and UN agencies that played a supportive role- all with a common interest in engaging men and boys towards gender equality. . Many Steering Committee members, the co-chairs, and since 2013 also the GS staff have dedicated extraordinary amounts of energy, voluntary time and resources to establishing the MEA as a major player in the international gender justice arena and their contributions have been highly acclaimed by many key informants during this evaluation process.

As part of the move towards the "institutionalisation" of the MEA organisational structures – striving towards greater professionalization whilst at the same time resisting the shift towards becoming an NGO-like institution-, the Steering Committee was renamed the Global (Governance) Board in 2015. This change also brought with it a better definition of roles and responsibilities, which is still in process. The GB – as before - is made up of two co-chairs, Regional Network Coordinators and representatives of selected strategic partner organisations that bring specific thematic expertise and experience in international political advocacy to the MEA. As described in the 2015 Call for Nominations for Candidates for the Governing Board, "*the GB governs the global alliance and is responsible for overall policy and strategic direction of the alliance. The Board delegates responsibility of day-to-day operations to the Coordinator and staff of the Global Secretariat. The Board acts as a unit, with all decisions voted on by the Board. The work of the Board is conducted through committees chaired by Board members*".

In 2015, two new GB co-chairs were elected: Todd Minerson of White Ribbon, Canada and Abhijit Das of CHSJ, India, replacing Gary Barker of Promundo and Dean Peacock from Sonke. In the new operational model adopted by the MEA, the role of the co-chairs a supportive one to the GS that takes responsibility for the day-to-day operational aspects of the MEA. According to MenEngage Alliance Letter of Commitment (dated 2014), "*the Co-chairs shall provide leadership in planning the work of the Board and preside over all meetings of the Board, or arrange for other officers to preside at each meeting. The Co-chairs will draw up an agreement about which of them will handle which aspects of Board leadership*". The Co-chairs also

initiate scheduling and agenda setting. The operationalisation of the role of the Co-Chairs, is an ongoing task that is dependent, to a significant degree, on their availability at any given time and on the commitments they already have in their own organisations. Consequently, this also influences the degree of power and the responsibilities that, in practice the GS has, making forward planning of the GB's activities a priority.

2.1.4 Regional Coordinators

Each of the Regional Coordinators (RCs)[2] also sits on the Global Board, elected by the members of their respective regional networks. They (currently 6 men and 1 woman) are a diverse group who together combine many years of experience in the field of engaging men and boys for gender equality. In general, the time they dedicate to the GB is voluntary and dependent upon the degree of support they receive from their respective organisations and the work load at their ends.

The RCs are the main link between the regional networks (and country networks in each region) and the GS, and channel information in both directions vis-à-vis the activities of the MEA at regional and global level. The RCs, too are responsible for the planning, execution, M&E and reporting (to the GB) of the activities that are carried out in their respective regions.

In MEA Africa, the RC, with the support of her own organisation (Sonke) has accessed considerable amounts of funding for the functioning of the Regional Network; in the others (Europe, NAMEN, Caribbean, Latin America, South Asia, South East Asia) the RCs operate largely in a voluntary capacity, with varying degrees of support from their organisations and diverse capabilities and opportunities to access funds of their own. Regional Networks from Latin America, Caribbean and South Asia received small sub-grants from the MEA /SIDA grant which partially supported their work. The unique situation of each reginal network in term of funding makes planning and reporting back a real challenge and influences the ways that RCs participate in the GB.

> *"The Regional coordinators are doing great work (mostly voluntary) to keep a sense of purpose".*

In recent years, with major emphasis placed on the process of institutionalisation/professionalization of the MEA, particularly on the global level, there is an increasing perception of a gulf emerging between the global and regional levels:

> *"With the professionalization we have 'lost' the regions on the way".*

> *"The work of the RCs is voluntary; we need to allocate resources from the office to the regions (only African network has funding)".*

> *"We, as RCs, are still a couple years behind what MEA has achieved at Global level".*

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[2] Established networks operate in Africa, Caribbean, Europe, Latin America, North America and South Asia. New regional networks are emerging in MENA, Easter Europe & Central Asia (EECA) and South East Asia. To date South East Asia has no RC on the GB. More recently, few more networks development processes were initiated in Lebanon (2015), Cambodia (2014), Indonesia (2016) and Easter Europe & Central Asia (EECA, 2015).

"Inputs, experiences, tools from the regions are not scaled up and/or "capitalized on" to inform and nourish the global level".

"Now, having a Board in place with clear mandates, and the GS with clear roles, we are asking ourselves "what about the regions?".

The above opinions shed light on the real risk of losing the balance between the global and the regional levels of the MEA.   General consensus exists in relation to the measures taken in recent years to strengthen the global level of the MEA, and this has been with the participation of RCs, so the rift between global and regional is perhaps not as severe as perceived by some participants in the evaluation. Nonetheless, little information, to date, has been captured by the evaluation about the regional governance structures, dynamics and activities but it has become clear that these do need strengthening and as such regional realities and perspectives will be further explored during the final phase of the evaluation until December 2016. Focus will also be placed on the synergic relationships that already exist between the global and regional and how to enhance and maximise these in the future.

Currently, the GS has little influence at the regional level – which fits within the MEA aspired decentralized model- and the regional networks' influence at the global level varies and is dependent greatly on the degree of involvement of the RC. From the evaluators perspective, while it is healthy that the GS has little regional influence on some aspects like decisions about the direction of the regional networks, there are other key aspects, like the understanding of the bigger picture about masculinities and the MenEngage guiding principles, where the GS "top-down" influence is crucial and will impact on the course and "added value" of the network. Other aspects where it may be important to have GS influence are on capacity building, networking, partnership opportunities, etc. This entails a more dynamic, combined "bottom-up" and "top-down" model perspective.

There is a move, however, towards a 'community of practice structure' that entails more balance and coordination in the distribution of roles and responsibilities among the GS networks manager, and members of regional and country networks.

"The regional networks have different structures and varying degrees of legitimacy. Regional networks should be guiding country level networks, not through bureaucratic rigidity but at the same time with more 'order' at the regional level".

There is an inherent challenge in a structure where RCs and member organisations work on a voluntary basis and where there is little or no institutional backup in terms of time allocation. This can slow down processes and lead to increased pressure and frustration for the GS (that has goals and targets to meet) and also to the GS developing greater powers and functions than those envisaged.

2.1.5 Diversification of the GB membership

The expansion of the GB membership to include representatives from diverse sectors corresponds to a vision of social change and specifically gender justice that involves multiple actors and sectors and is generally seen as a positive development and a

necessary measure to develop the MEA as a highly strategic, dynamic, progressive and inclusive space, as well as to offset the perception of the MEA as a space dominated by white, middle class professional men, mostly from the global North (however true or false that might be).

> *"The MEA has been criticised for reproducing Northern, Anglo-Saxon power logics and dynamics. This is part of our historical heritage, and has to do with worldviews, language issues. We have done a lot to change the internal power dynamics. But it takes time… "*

The diversification of the GB, however is not a panacea for resolving historical cultural and structural inequalities and power relations related to funds, leadership/protagonism, access to opportunities, ethnic and social discrimination, North-South issues, amongst others; the transformation of which is, necessarily, a slow process.

> *"We talk a lot about power and how it works out in our relations."*

> *"Even if we say that we challenge power structures, in practice conventional power dynamics are often reproduced".*

In the words of one key informant, the current makeup of the GB is "*a really deliberate effort to diversify the global group to include representatives of women's rights, LGBTI and youth organisation, and to change the MEA'S global image*"[3] .

Challenges still remain, however, to make this diversification meaningful and coherent in terms of representation. For example, there are no young people in leadership positions; their involvement in political and strategic choices (e.g. mainstreaming), as well as financial decisions, among others, still need to be addressed further.

Similarly, the participation of "at large" members in the GB includes a series of representatives of organisations whose role is formally an advisory one and who do not have voting powers on the GB (for example representatives of UN organisations). It is important to highlight that during the initial years UN agencies were members of the SC; however, after a joint reflection this was changed to protect healthy relations and avoid any tensions related to their influence and the power they hold as partners and/or donors of many member organisations. Concerns still persist in relation to possible conflicts of interest that INGOs may have as members of the GB.

> *"The Board needs to meet independently from advisors, UN agencies. - If you are a board member you have a degree of accountability, not so if you are an advisor. Needs more clarity and direction".*

While the formal definition of UN agencies as advisors was an important step to ease unequal and uncomfortable power relations, participation of advisory members in GB meetings still creates some tensions in relation to power dynamics, resource management and ownership of the GB processes and issues.

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[3] The recent inclusion of organisations like Breakthrough (a feminist NGO from India), WILPF (the oldest women's peace organisation on the world), African Men for Sexual Health and Rights – AMSHeR and Advocates for Youth brings together a diverse set of actors on the GB that already includes IPPF, Advocates for Youth, http://www.advocatesforyouth.org/ and the Athena Network.

There is a need for further clarification of the expectations of being a member of the GB (whose function is mainly a bureaucratic one) of a network that aspires to build on regional and sector expertise and representation – and doesn't want to develop a weighty operational model with multiple committees and working groups that demand excessive time commitments from GB members, who are already very busy people.

On the other hand, the limited time available for the (expanded) GB meetings means that time for deep discussions and dialogue on issues (themes, political stance, partnerships etc.) is often in 'competition' with the need to carry out the more internal organizational/networking agenda of the GB.

2.1.6 Global Board Committees and Working Groups

Since 2009, when the first strategic planning meeting took place, there have been efforts to define priority topics based on members' experience and interests. Today, the functions of the national and regional networks, primarily revolve around their critical role in generating knowledge and evidence to develop the field of engaging men in gender equality work. In order to ensure that national and regional expertise and interests inform the global priority issues, the SC decided to establish a series of working groups which would also include expert members from the country networks, as well as SC (now Board) members.

Currently, then the following Committees and Strategic and Thematic Working Groups have been in existence since2015.

Committees	Strategic Working Groups	Thematic Working Groups
1. Governance committee	1. Regional team (networking)	1. GBV Working Group
2. HR committee	2. Advocacy	2. SRHR Working Group
3. Finance committee	3. Communications	3. Fatherhood & Caregiving Working Group
4. Fundraising committee		4. Sex work / prostitution group

Each of the committees and working groups determines its own *modus operandi* and ways of reporting back its recommendations to the GB. In recent years, some committees and thematic working groups (for example SRHR and sex work/prostitution) have been more active than others but their progress has been slow. A major challenge is the amount of time that Board members and other co-opted members can dedicate to these spaces and make them functional and productive.

> *"It has taken the SRHR group 1.5 years to produce a draft concept notes, still not finalized - the process takes its time"*

From the perspective of a participative, collectively-owned network, there is also the need to be cognizant of the importance of ensuring inclusion in committees and working groups.

Consequently, the GB has come to the realization that involving key players from member organisations in strategic working groups around specific opportunities can work as a complementary strategy to other working groups, in order to energize, involve and get the support of members, as well as tap in on their knowledge, experience and expertise. For example, the communications working group can focus on revamping the website and developing a communications' strategy, the advocacy working group on a campaign to address the SDGs/strategy towards CSW

Given that the MEA is now "*very driven from the staff in the office*", and that the GS is significantly overloaded, the GB needs to take measures to ensure the effective operationalisation of the committees and working groups, to democratise responsibilities, promote collaboration and co-responsibility. This may include expanding the number and type of participants, drawing on human resources with specific areas of expertise across the wider membership of the MEA in the different regions. Building this shared responsibility is especially important, given the number of emerging issues (for example "intersectional feminism", SOGI, climate change, broader poverty alleviation, economic models, income inequality, etc.) competing for space on the MEA agenda.

2.1.7 Incorporation of MEA as non-profit organisation in the USA

Since May 2016, the MEA is now registered as a non-profit organization (NGO) in the USA. After a deliberate process of dialogue, analysis and scenario mapping, as planned for in the 2012-2016 Sida program, this was seen as the only available option (in the USA) to move towards becoming an autonomous entity and consolidate sustainability. Some informants expressed that in their opinion the MEA should have been registered in the global South, but acknowledged that the close partnership with PROMUNDO in Washington determined the decision to register in the USA. Under USA legislation the MEA must hold one assembly per year, which can be carried out physically and /or by phone.

The establishment of the MEA as an NGO represents a critical change and brings to the forefront the major challenge of having to secure its own funding and not now through partner organizations like Sonke and Promundo, who within the donor world already have solid credibility. Other challenges that emerge immediately are the time and resources needed for the daily administration of the MEA as an independent NGO and the risk of competition for funds with its member NGOs. One way to decrease this risk is to make clear the distinctive goal and role of the MEA in relation to its members. The MEA is the space for collaboration, joint efforts, having a collective voice, etc. which is different from the goal and role of its members.

One participant in the evaluation process commented on the "symbolic effect" and risk of becoming an NGO.

> *"Whilst being an NGO offers a better structure to plan and carry out the work of the MEA, and resolve its needs, there is also the added risk of getting involved in or being co-opted into a kind of capitalist "business model" modality. What*

was once activism and commitment for social change runs the risk of becoming a 'social business'."

2.1.8 Internal Functioning of the Global Board

The transition from a steering committee to the GB (elected in 2014) has been a deliberate process of setting up a structure that works. To date, a face-to-face board meeting is held at least once a year, with previously prepared and shared agendas. Additionally, a virtual meeting (conference call) is carried out every 3 months to follow up and deal with emerging issues. This meetings/calls give a boost to activities.

While Board representation is, in principle, institutional (GB membership is endorsed by GB member's organization) there is frequently no organisational support and, as such, representation is invariably exercised in an individual capacity. On the other hand, institutional representations can inhibit continuity, particularly when it is not always the same individuals from specific organisations who take part in the MEA GB meetings. 'Rotating' representation can reduce the "level" of expertise, responsibility and accountability that is needed to participate fully at the GB meetings.

> *"Recently there have been a lot of changes in membership of the board. We need to discuss institutional vs. individual/personal representation and have more clarity on the roles, and responsibilities of GB members; the older members have this. Participating in a BOARD meeting is not the same as attending a meeting. It is critical to have specific people from key organisations who have authority and leadership. Lack of continuity affects decisions".*

Formalization has brought clearer structure & "hierarchies", at the global and regional levels, but has also brought the issue of representation to the forefront.

> *"There is a delicate balance between building consensus and using opportunity; how much can you speak as MEA without getting the consensus/approval of the whole Board?"*

This represents a particular challenge for the GS who in some contexts or situations may need to take an opportune stance or make a specific pronouncement quickly on a "burning issue". If they have to seek the approval of the GB, whose role is not an operational one, however, the opportunity may be missed. As such, the Co-Chairs, (or at least one of them) may need to have the authority to work with the GS to ensure that important opportunities to speak out are taken advantage of.

> *"If you don't seize given moments...how do you speak on behalf of the movement, and how do you trust your leadership?"*

Clear principles and guidelines need to be developed to enable GS and GB members (particularly Co-chairs and RCs) to make decisions on when and how to speak in the name of the MEA, without the processes becoming too bureaucratic and cumbersome.

2.2 MEMBERSHIP AND PARTICIPATION OF MEMBER ORGANISATIONS

2.2.1 Becoming a member of the MEA

Becoming a member organisation of the MEA usually starts with signing up on the MEA website and subscribing to uphold the core principles of the MEA and live by its code of conduct. Subsequently, prospective member organizations will also need the approval of the respective country or regional network, who may have additional requisites to become a member. There is no membership fee.

The official data of the MEA claims a membership of c. 700 organizations, spread over 64 countries organised in 6 geographical networks; Africa, Caribbean, Europe, Latin America, North America and South Asia. New regional networks are emerging in MENA, South East Asia, Eastern Europe and Central Asia (EECA) sub region. This total number of registered member organisations is based on the reports submitted by each regional network.

2.2.2 Significance of being a member of the MEA

During the evaluation process, many opinions were aired in relation to the issue of membership that highlight 'quantity versus quality' and analyse the significance, and different understandings and expectations within the alliance of what it means to be a member organisation.

> *"The existing mechanism for becoming a member facilitates "membership" but inhibits ownership."*

> *"We cite the number of members to justify existence and funding."*

> *"From one point of view it is like a balloon, if you take a nail, it will smash, and with not much comment". We need to shrink it and fill it with content."*

The online MEA membership survey[4] carried out during the evaluation process also cast doubts on the actual number of active MEA member organisations.

Total number of member organisations	**700**	
Member organisations that clicked on the link	**146**	20.9% of total number of member organisations (146/700)
Member organisations that started the survey	**89**	12.7% of total number of member organisations (89/700)
		61% of member organisations that clicked on the link (89/146)
Member organisations that completed the survey	**64**	9.1% of total number of member organisations (64/700)
		43.8% of member organisations that clicked in the link (64/146)
		72% of member organisations that started the survey (64/89)

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[4] See online survey questionnaire in Annex 5.4

Of a total 146 organisations that clicked on the link to open the survey, 89 (61%) started the survey and 64 completed the survey (72% of those who started the survey). In relation to the estimated 700 member organisations this means that 12.7% of the entire membership started the survey and 9.1% completed it.

The relatively low percentages of participation in the survey suggests that the number of "active" member organisations is actually much lower than the 700 and/or that there is a core group of key member organisations that participate regularly and that have developed a sense of ownership of the MEA. Similarly, there are other organisations linked to the MEA that are not sure if they are members or not.

Likewise, it is also possible that there are different understandings amongst member organisations of what it means to be an MEA member and different expectations in relation to the different ways of belonging and participating.

2.2.3 Reasons for Being a Member of the MEA

As the table below indicates, the online members' survey revealed that the three most important reasons for becoming a member were:

1. Knowledge exchange and learning with other organisations/community of practice
2. Access to information
3. Building a movement

Whilst the first 2 of these motivations are connected and correspond to the MEA being seen as a space for knowledge/information sharing and as a community of practice, the third motivation is essentially more of a political one. This sheds light on the need for the MEA to clearly define its *raison d'être* and objectives so that prospective members know what they are signing up for, a process that is already underway and highlighted in the new vision and mission statements and MEA strategies.

How significant were the following interests in your organisation's decision to become a member of the MenEngage Alliance?		
Answer Options	Rating Average	Response Count
1. Knowledge exchange and learning with other organisations/community of practice	3.80	75
2. Access to information	3.77	75
3. Building a movement	3.52	71
4. Visibility/recognition at a regional level	3.29	69
5. Access to opportunities	3.23	70
6. Involvement in political advocacy at the regional level	3.17	70
7. Access to/participation in the implementation of projects	3.17	70
8. Institutional capacity strengthening	3.14	71
9. Visibility/recognition at a global level	3.13	69
10. Involvement in political advocacy at the global level	3.03	70
11. Technical support	2.93	71
12. Access to financial resources	2.64	69

The survey also revealed that 'access to technical support' and to 'financial resources' were bottom of the list of motivations for becoming a member of the MEA. This was in stark contrast to the opinions expressed by many interviewees during the evaluation process, including RCs, who perceived these as being significant motivations for joining the MEA. This could reflect, however, the fact that the majority of respondents to the survey were NGOs, (who already have access to resources, including regular internet access to be able to participate in the survey) and that the voices of the smaller community based member organisations have not been heard. Speculatively, it could also reflect a process in which some members, having not received the technical support and financial resources they expected, do not play an active part in the MEA.

Similarly, the survey revealed that in relation to seeking involvement in political advocacy and visibility/recognition, member organisations' motivation for joining the MEA was higher in relation to the regional level than the global level. This is reflected in the rating averages in the table above which clearly show that after 'access to financial resources' and 'technical support', 'involvement in political advocacy at the global level' and 'visibility at the global were least significant reasons for joining the MEA. This reinforces the need to strengthen the MEA networks capacities at regional and country levels.

2.2.4 Characteristics of Member Organisations

Observations made by some interviewees that historically key member organizations may come more from a 'development paradigm' (projects) than from an 'activist paradigm' is reflected in the online member's survey findings.
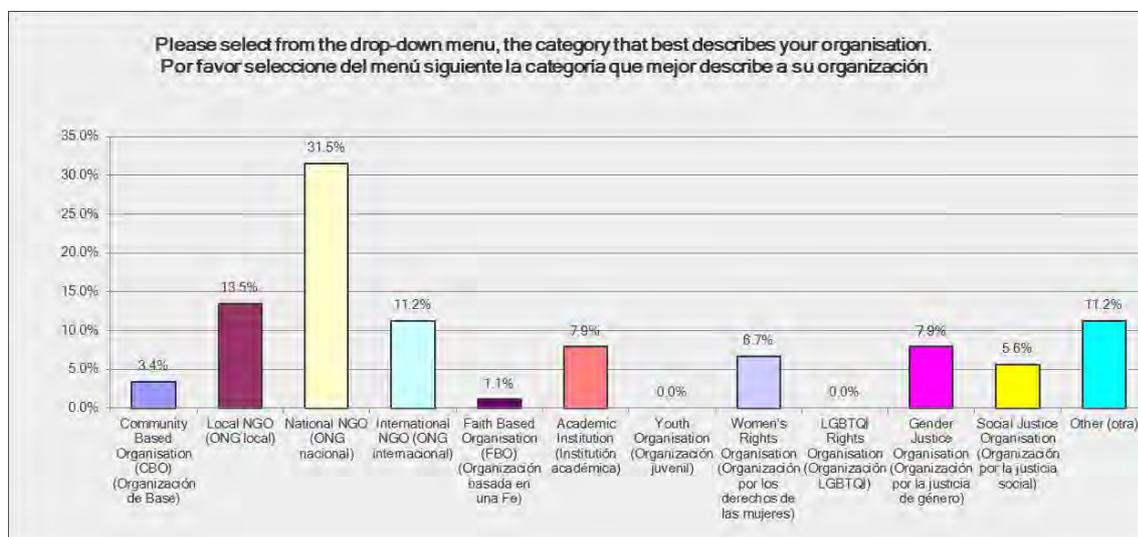
When asked to select the '*category that best describes your organisation*', 56.2% stated they were NGOs: (Local 13.5%, National 31.5%, International 11.2%), compared to only 4.5% than defined themselves as CBOs and FBOs (3.4% and 1.1% respectively).

The remaining organisations defined themselves as: 14.5% Justice organisations (7.9% Gender Justice and 5.6% Social Justice), 7.9% Academic Institutions, 6.7% Women's Rights Organisations and 11.2% others. Interestingly, no member organisation selected the category 'Youth' nor 'LGBTQI' organisation.

It would appear, then that the majority of member organisations that took part in the online survey are mainly organisations that operate within the 'development paradigm' and that have (some) resources of their own. This does not mean, however, that they do not simultaneously promote and carry out activism of their own, as the two paradigms are not necessarily mutually exclusive. Receiving funding as an NGO can facilitate MEA's member organisations' activism initiatives but, to varying degrees, also requires them to respond to the agendas, priorities and norms of donor organisations.

The GS of the MEA has a data base of c. 700 organisations[5] that are considered the actual (organisational) membership of the MEA, independently of their degree of participation at the country, regional and global levels. The GS has also developed a *listserv* that sends out communications and information to an even wider target population, including individuals and organisations who want to stay updated about MEA's works globally, but who do not necessarily want to become active members.

> *"The 700 hundred members show the potential of the MEA – and the limitations/risks. We don't really have a sense of how deep the commitment is of each of the 700 NGO. At the moment it feels very fragmented."*

> *"Being part of the MEA entails not only access to opportunities, but also responsibilities. We would do better if we would have an activist approach around a common issue/goal".*

> *"Strengthening communication is needed so members feel the added value and sense of ownership. We need to do better in building a stronger, larger movement".*

As regards "individual membership" of the MEA at regional and country levels, it is not clear who these members are and how they participate in the MEA. Whilst the online survey was aimed at member organisations, no individual members responded to the invitation to participate in the progress evaluation by writing directly to the evaluation team whose email addresses were supplied via the listserv.

The issue of individuals being members of the MEA is one that has been debated for many years now. On the one hand some argue that the MEA is primarily a network of civil society organisations, and that member organisations represent a specific constituency. This, however, has led to the exclusion of key figures on the GB (including some key women feminist leaders) because their organisation, as such, is not a member of the MEA. On the other hand, many MEA country networks cater for individual members who make significant contributions. The diversification of different membership modalities, to enhance inclusion, is an issue that will need to be addressed in the development of the MEA membership strategy in the next strategic phase (2016 – 2012).

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[5] Earlier this year the membership was reviewed by the regional coordinators, confirming a nominal membership of 700+ organisations. Records are kept at the global level, and the GS work with the regions to update membership information.

2.2.5 Rights, Benefits and Responsibilities of Member Organisations

Just over half of the organisations that took part in the online survey reported being clear (41.9%) or extremely clear (9.5%) about their rights/benefits as member organisations of the MEA.
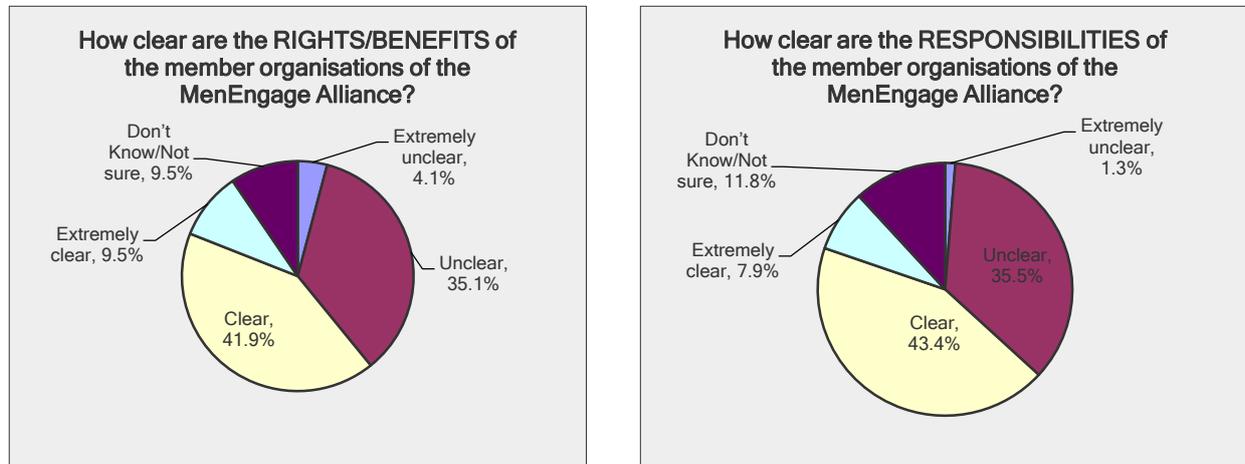
There was a similar tendency in relation to member organisations' clarity concerning their responsibilities within the MEA.

Despite only one in two member organisations expressing clarity vis-à-vis their rights/benefits and responsibilities within the MEA, four out of five felt that their organisation's interests have been well (66.2%) or extremely well (14.3%) satisfied since becoming members of the MEA.

> *"What the MEA actually offers its members is a constant challenge. The provision of information and knowledge is expanding through newsletters, listservs etc. But why would anyone stay if there are no material benefits!? We must keep in mind that the MEA is not an empowering relationship. The MEA does not want to be a provider of funds and projects - it wants members to be reflective, to take responsibilities".*

The MEA core principles and its code of conduct are considered by many key informants to be an exemplary model of how to ensure that members adhere responsibly to the philosophy and ethical standards that being a member of the MEA requires. Concerns exist, however, in relation to how to ensure the monitoring of their implementation.

> *"We lack a real understanding of adhering to the Code of Conduct and Principles".*

> *"We do not have any structure at any level for holding each other accountable, to monitor the Code of Conduct among the members".*

As can be seen here on the right, two out of three member organisations in the online survey reported that they are "extremely familiar" (25.3%) or "familiar" (41.3%) with the core (guiding) principles of the MEA.

How familiar are you with the Guiding Principles of the MenEngage Alliance?

- Don't Know/Not sure, 4.0%
- Not very familiar, 10.7%
- Somewhat familiar, 18.7%
- Extremely familiar, 25.3%
- Familiar, 41.3%
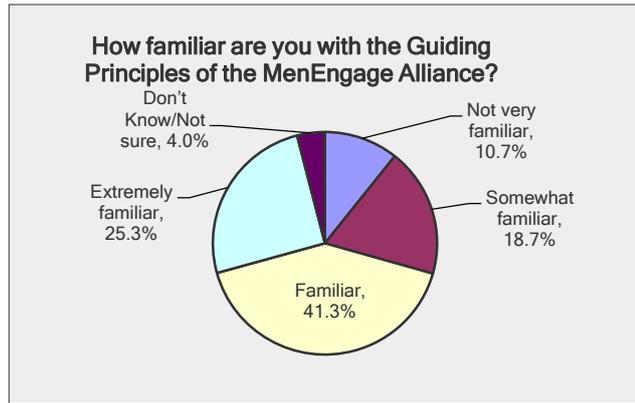
Familiarity with the Code of Conduct was lower, however, than with the Guiding Principles. Slightly fewer than a half of the member organisations (45.9%) said they were familiar (40.3%) or extremely familiar (15.6%) with the MEA code of conduct.

How familiar are you with the Code of Conduct of the MenEngage Alliance?

- Don't Know, 6.5%
- Not very familiar, 10.4%
- Somewhat familiar, 27.3%
- Extremely familiar, 15.6%
- Familiar, 40.3%
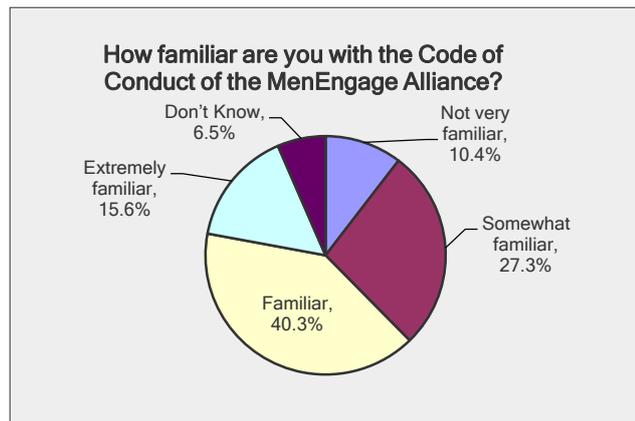
Slightly more than half of member organisations that took part in the online survey reported that they don't know or are not sure if mechanisms exist to ensure that the MenEngage Alliance Code of Conduct is put into practice (53.2%), just over a third (37.7%) said these do exist, and one in ten said they do not exist (10.7%).

Do mechanisms exist to ensure that the MenEngage Alliance Code of Conduct is put into practice?

- No, 11.7%
- Don't know/Not sure, 53.2%
- Yes, 35.1%
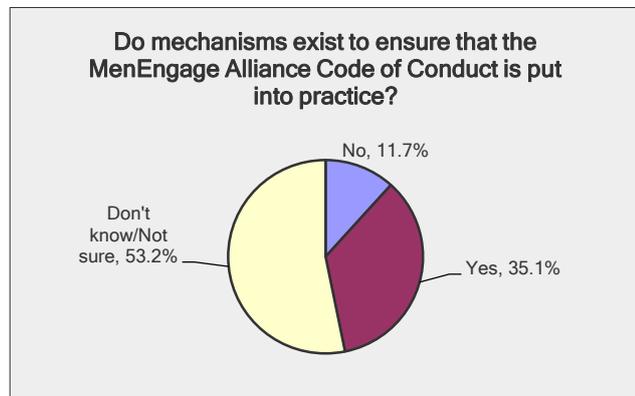
Of the 27 organisations that said that there are mechanisms to ensure that the MenEngage Alliance Code of Conduct is put into practice, rating averages show that these are considered more adequately implemented at the global and organisational levels, and less so at the regional and country levels.

How adequate are these mechanisms at the following levels?

- Global level: 3.38
- Regional level: 3.24
- Country level: 3.15
- Organisational level: 3.38
- Individual/personal level: 3.27

(scale: 3.00, 3.10, 3.20, 3.30, 3.40)
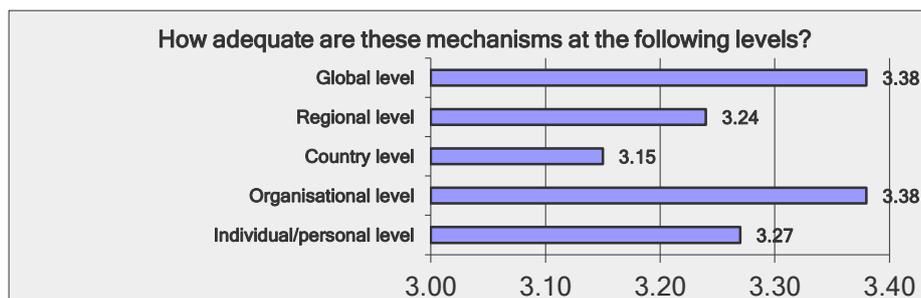
The data from the MEA member organisations online survey, combined with the perceptions and opinions of key informants suggest that MEA's focus on accountability standards and guidelines has been an important development over the years and one that needs to be rigorously taken forward in the future. This is especially relevant in relation to internal processes that monitor the effective implementation of the code of conduct and adherence to the core/guiding principles and mechanisms to do so.

2.2.6 Contributions of Member Organisations

Data from the online membership survey reveals that many organisations use the MEA space as a platform for sharing knowledge and information developed by their own organisation and/or within their respective countries (see graph below).
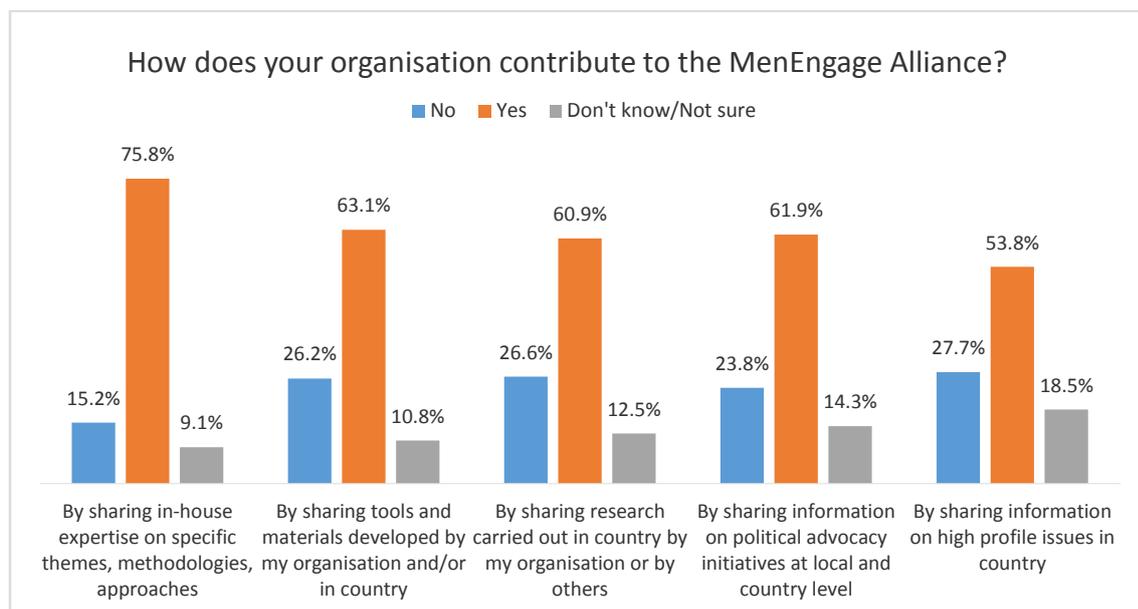
Three out of four member organisations 'share in-house expertise on specific themes, methodologies and approaches'.

Similarly, c.3 out of 5 organisations contribute to the MenEngage Alliance by:

- sharing tools and materials developed by my organisation and/or in country (63.1%);
- By sharing research carried out in country by my organisation or by others (60.9%)
- By sharing information on political advocacy initiatives at local and country level (61.9%)

Just over a half of the organisations contribute by sharing information on high profile issues in country (53.8%)

The most commonly used channels for making contributions to the MEA are:

- sending them to the country convenor (34.4% always and 23% sometimes = 57.4%),
- sending them to the RC (24.5% always and 31.7% sometimes = 56.2%).

What channels do you use to make contributions to the MenEngage Alliance?

Legend: ■ Never ■ Hardly ever ■ Sometimes ■ Always ■ Don't know/Not sure

By sending them directly to the Global Secretariat: 37.7%, 21.3%, 26.2%, 8.2%, 6.6%

By sending them directly to the Regional Coordinator: 30.2%, 7.9%, 31.7%, 25.4%, 4.8%

By sending them directly to the Country Convenor: 31.1%, 4.9%, 23.0%, 34.4%, 6.6%
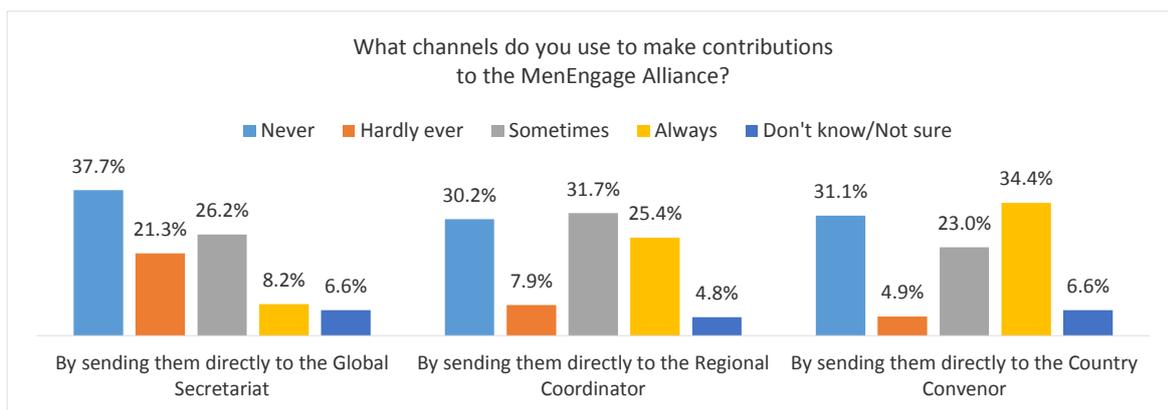
A few organisations always send contributions directly to the GS (8.6%) although a quarter sometimes do so. On average, 1/3 of organisations never send contributions.

As can be seen in the graph below, organisations consider that their contributions are valued more at country level than at regional and global levels.

In general, to what extent do you perceive that your organisation's contributions are valued?

Legend: ■ Never ■ Hardly ever ■ Sometimes ■ Always ■ Not applicable

At the country level: 7.6%, 7.6%, 27.3%, 42.4%, 15.2%

At the regional level: 6.2%, 15.4%, 29.2%, 32.3%, 16.9%

At the global level: 15.9%, 20.6%, 28.6%, 17.5%, 17.5%
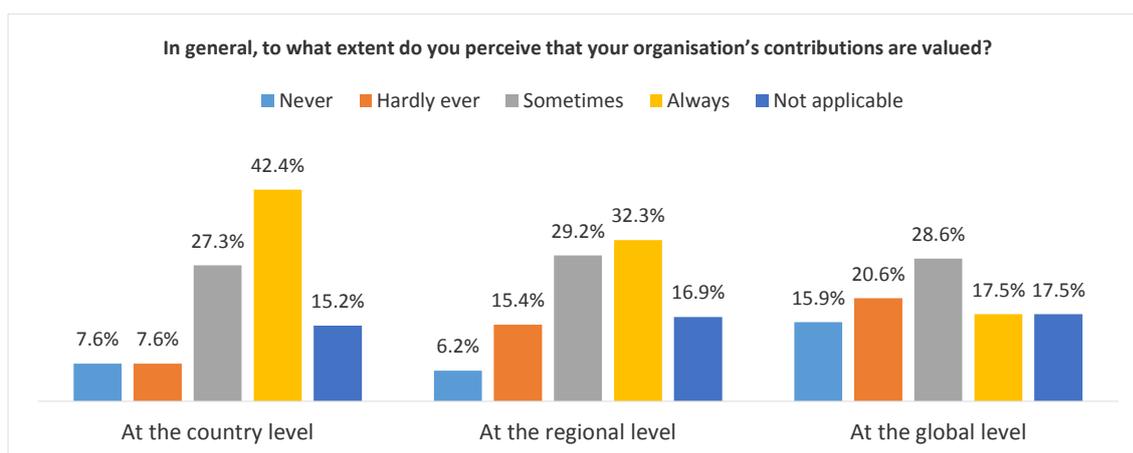
As can be seen from the above graph, 7 out of ten organisations felt that their contributions are always (42.4%) or, sometimes (27.3%) valued at the county level compared to 3 out of five at the regional level (17.5% always and 28.6% sometimes) and less than half (46.1%) at the global level (17.5% always and 28.6% sometimes).

Slightly more than one third of organisations reported that their contributions are never (15.9%) or hardly ever (20.6%) valued at the global level. It should be taken into account, however, that only a third of organisations reported that they send contributions directly to the GS.

The increasing sense of dissatisfaction from the country to the regional, to the global level may be accountable, partially, to expectations that contributions made at the country level will automatically be passed "up the chain". They could also be indicative of ineffective mechanisms for ensuring that contributions made at the country level are channelled to the regional and global levels to be used in the development and implementation of global strategies.

"Being informed and ensuring that members' voices and proposals are heard and inform decisions, is the key for ownership based on an active and not a passive role".

"We have to listen very closely to our members."

The above data on "contributions" reveals a certain disconnect between the global, regional and country levels and difficulties in operationalising the desired "bottom up" model to enable local, national and regional knowledge and experiences to inform actions taken at the global level. As the distance increases, the sense of contributions being valued decreases, reducing too the possibility of ownership and sustained participation.

2.3 PARTNERSHIPS (ALLIANCES)

2.3.1 Building partnerships/alliances

The MEA's efforts to build alliances/partnerships is evidenced particularly in a series of actions it has taken in recent years:

- Inclusion of women's rights, LGBTIQ and youth organisations on the Global Board
- Joint actions taken with partner organisations like AWID and WILPF in international advocacy arenas like CSW and other events such as the Global Conference "Women's Power to Stop War" organized by WILPF in The Hague in 2015.
- Strengthening of working partnerships with UN entities such as UNWomen and UNFPA, which have laid the foundations for further joint activities in the future.
- Building of alliances at regional level (e.g. LAC, Africa), with women's rights and UN organisations that can be strengthened and widened in the coming years.

"Where we have made good advances is with key women's right's partners, in terms of board members and more active dialogue, less so with LGBTI and youth organizations. Increasing outreach also to faith-based constituencies"

2.3.2 Developing Meaningful Partnerships with Women's Organisations

Some key informants expressed concern in relation to how to develop "meaningful partnerships" at different levels that go beyond the mere inclusion of different types of organisations on the Global Board.

"There's a risk of paying lip service: check the boxes to make sure that you have included everyone. An intersectional perspective is not enough, you also have to do it in the documents and planning."

"We have not done enough to really apply "intersectional feminism". Are we reaching out to all the topics and issues? There are small connections around LGBTI – but the issue is largely missing. We talk a lot about broader poverty alleviation, economic models, income inequality, but not in an institutional way".

Challenges remain in embracing diversity in terms of effective participation, and a key pending dialogue is on how men's diversity (and inequalities between men) is perceived and integrated into the hypothesis about how change towards gender justice will happen, as well as mainstreamed and explicitly addressed in the political positioning, objectives and strategies of the MEA.

A major challenge that the MEA faces in its efforts to build partnerships and alliances, particularly with women's rights/feminist organisations is creating trust.

> *"Aligning our goals, messages, ToC with other social justice movements is a challenge; assuming a seat at the table as a trustful, credible partner, getting other movements to understand how transforming masculinities can contribute to accelerate gender justice work. We are just starting down that road".*

Several interviewees during the evaluation process expressed that the best way for the MEA to open new spaces for working in partnership and alliances, and strengthen existing ones, is to "practice what you preach", on the personal level and also through generating and disseminating evidence that working with men and boys for gender equality does produce positive results that benefit the empowerment of women. This also entails showing great respect for women's spaces and voices in all contexts and settings.

> *"We are benefiting from good results from good partnerships. The best way to put your words into action. Doing more and being invited to do more."*

> *"Men as allies is a verb, not a noun, something that you do, who you are. Mind set we need".*

Findings from the MEA member organisations online survey reveal that 58.4% of organisations at the *country level* consider partnerships with feminist organisations as strong (41.5%) or very strong (16.9%). This was 57.8% at *the global level* (37.5% strong, 20,3% very strong) and 55.4% at the *regional level* (38.5% strong and 16.9% very strong).

In general, how do you rate the MenEngage Alliance's current partnerships/alliances with women's rights/feminist organisations?
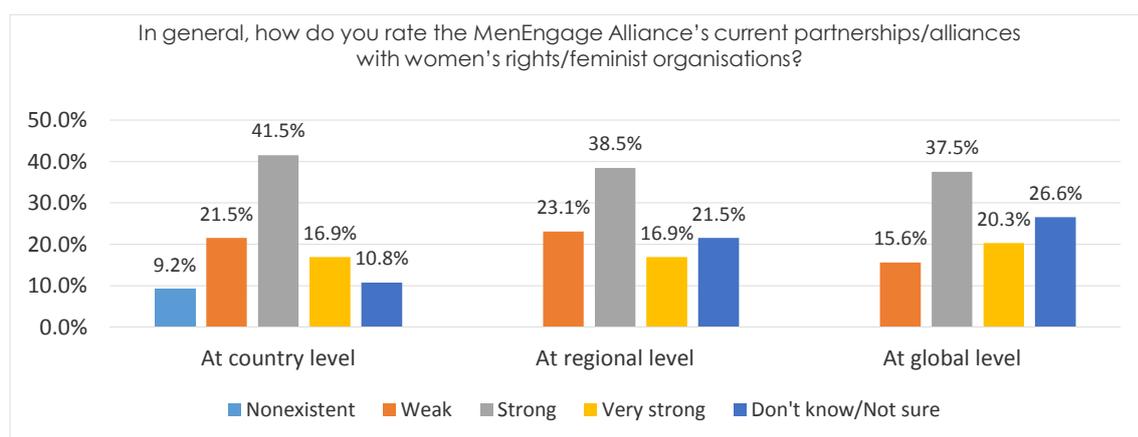
Almost one in ten member organisations said partnerships with feminist organisations did not exist in their country. This might be indicative, in those countries, of insufficient emphasis on listening to and collaborating with women's rights groups/activists while forming the national networks, as specified in the MOU, and/or of the limited capacity of MEA RCs and Global Secretariat to guarantee the necessary accompaniment and

follow-up. It may also be due to the existence of member organisations in countries where there are no networks or that are not directly involved in the country network.

Similarly, in the online survey, more than a quarter of participating MEA member organisations said that they did not know or weren't sure about the MEA's relationships with feminist organisations at the global level and 1 in 5 at the regional level. This suggests a considerable degree of disconnect between the global, regional and national levels.

2.3.3 Diversifying Partnerships with Other Organisations

In relation to partnerships with human rights based organisations (for example LGBTQI rights, indigenous people's rights, etc.), MEA member organisations who took part in the online survey reported that in general they are less developed than those with feminist organisations.

In general, how do you rate the MenEngage Alliance's current partnerships/alliances with human rights based organisations?
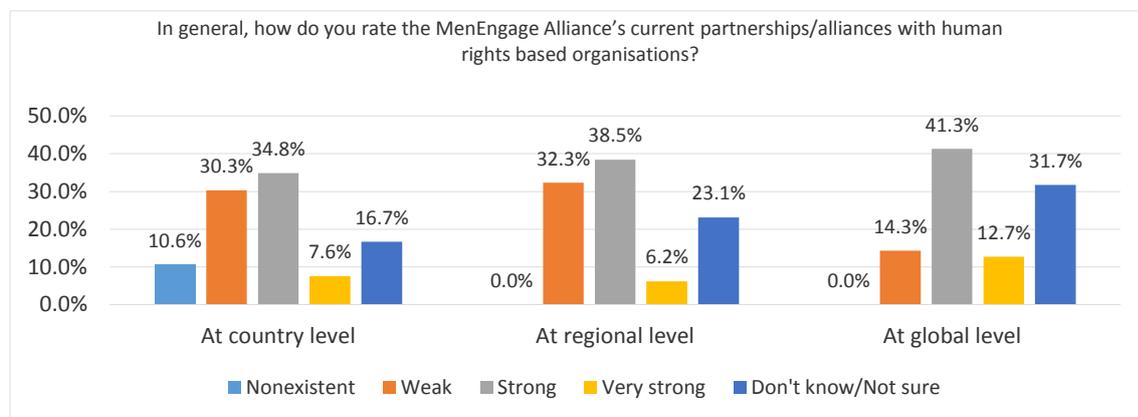
Whilst these were perceived to be strongest at the global level, only 1/2 of the organisations who took the survey were of the opinion that these partnerships were strong (41.3%) or very strong (12.7%) at the global level. Similarly, a third of the member organisations said that they didn't know/weren't sure how to rate the MEA's current partnerships/alliances with human rights based organisations, at the global level suggesting the same tendency of some degree of disconnect between the country and global levels of the MEA.

Partnerships/alliances with other development organisations (for example, social justice, peace-building, etc.) were also rated by member organisations in the online survey as slightly stronger at the global level than at the regional and country levels.

In general, how do you rate the MenEngage Alliance's current partnerships/alliances with other development organisations? (for example, social justice, peace-building, etc.)
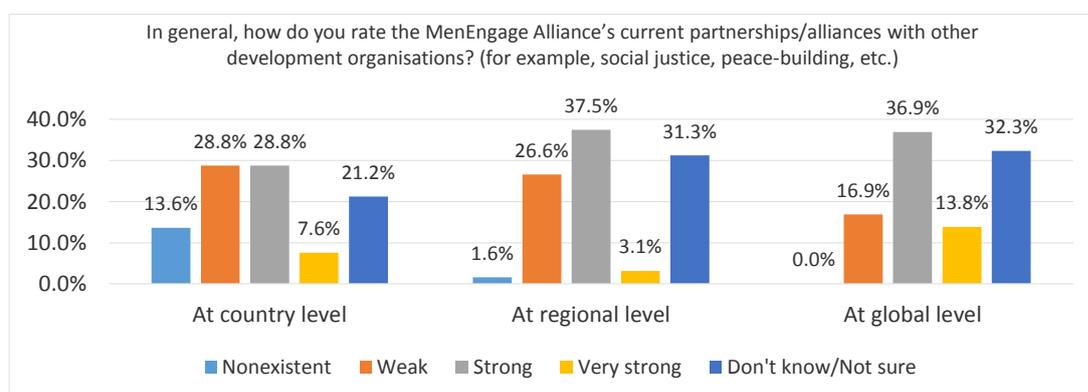
However, only c. half of member organisations said that these partnerships at the global level were strong (36.9%) or very strong (13.8%). At the country level, 2 out of five organisations considered that partnerships with development organisations were non-existent (13.6%) or weak (28.8%). In general, too, relationships/alliances with development organisations were classified as weaker than those with human rights and women's rights organisations.

In relation to partnerships/alliances with youth organisations, respondents also considered that these were strongest at the global level (32.8% strong and 10.9% very strong). However, one in five organisations rated them as weak and one in three said they didn't know or weren't sure.
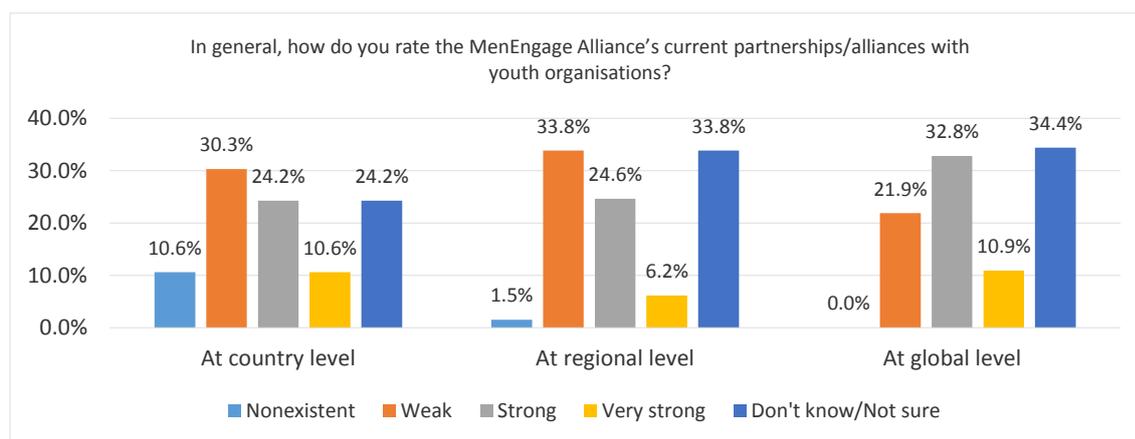
At the regional and country levels only 30.8% and 34.8% respectively considered that partnerships with youth organisations were strong (24.6%/24.2%) or very strong (6.2%/10.6%).

In analysing and interpreting the MEA's partner relationships/alliances with "other organisations" (human rights, development and youth), it is important to recognise that many of the members of the MEA have long histories of working with women's rights and feminist organisations in their own countries, and much less so with "other organisations". Similarly, the MEA in recent years, at all levels, has invested considerable time and resources into the strengthening of its relationships/alliances with women's rights and feminist organisations, with visible results, especially at the global level.

Increasing interest, however, within the MEA on strengthening an "intersectionality" approach to engaging men and boys for gender justice, suggests the need for further outreach to and alliance building with human rights, development and youth organisations, for which clear criteria and strategies will have to be developed, bearing in mind the humans and financial resources that may be needed for this.

2.4 ACCOUNTABILITY

2.4.1 Accountability: Concept and Practical Tools

Accountability, particularly to women's rights and feminist organisations, but also more generally to other social justice movements, is rooted in the recognition that MEA's work "*was born out of a feminist tradition and that women-led organizations have carried out the foundational gender work[6]*".

MEA's understanding of accountability is embedded in the need for critical awareness of power and privilege at the personal, collective and institutional levels and the willingness to address these, acknowledging harm and making amends. It is seen as "*a necessary practice for building collaborative and equitable partnerships*" in order for men to become authentic allies of women's rights organizations, respecting and promoting women's leadership in the gender equality movement. Similarly, it is intrinsically linked to the application of the MEA's guiding principles and code of conduct.

The MEA website dedicates a full section to the issue of accountability that includes a series of insightful and useful documents and resources on the issue.

- MenEngage Alliance Critical Dialogue on Engaging Men and Boys in Gender Justice – Summary Report
- MenEngage Accountability Standards and Guidelines
- MenEngage Accountability Toolkit
- Change Begins Within: Practices and Processes of Accountability

The MEA website also includes a Partnership & Accountability Blog series where member and partners of MenEngage share reflections and articles for dialogue and discussion. During the evaluation process, some doubts were expressed in relation to how many members actually read the blogs and interact with them.   A review of the blogs by the evaluation team revealed that of the 20 blogs posted between November 2015 and September 2016, very few comments have been posted: 4 articles have received 1 comment, 2 have received 2 comments and one has received 18 comments. Many of the comments, however, have limited themselves to thanking the authors for their articles and others have been to advertise services or products, not necessarily related to the MEA, including cell phones, online courses, the promotion of gadgets for penis enlargement and herbal remedies for HIV and AIDS. Similarly, the few comments that do invite dialogue and discussion by readers, have not been replied to and no monitoring of/follow up to the blogs is provided by MEA GS. This suggests that whilst the Partnership and Accountability Blog page does provide a platform for bloggers, it has not yet achieved its potential for promoting dialogue and discussion.

During the evaluation process, many informants highly commended the pioneering steps taken by MEA on the issue of accountability. Some highlighted the principle that the task of working with men and boys for gender equality has to be driven by men and that to do so it is necessary for men to engage in continuous processes of

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[6] http://menengage.org/accountability/

reflection and personal transformation, without which they cannot be accountable to the feminist movement.

Others greatly valued the development of the accountability principles, guidelines and tools and the processes of capacity building and training on accountability issues that have been promoted in the different MEA regions.

> "The tools that were developed on accountability are the deepest in MEA history".

It is unclear, however, to what degree the tools are being used by MEA member organisations in their own settings. The same applies to the guiding principles and code of conduct.

2.4.2 Accountability to Women's Rights and Feminist Organisations

Some concerns were expressed over the need to align the MEA's focus on accountability more directly and clearly to the political agendas of the women's rights movements (for example abortion) and not just focus on the 'softer' issues where consensus and alliances are more easily constructed (such as responsible fatherhood/shared parenting).

Similarly, in order to enhance the credibility of the MEA's accountability efforts (from the perspectives of women's rights/feminist organisations) some interviewees expressed the desirability for the MEA to have a clear critical voice in relation to other initiatives that promote the engagement of boys and men and that have a "*weak political approach, or soft, paternalistic approach*", and where possible, to have a constructive, non-confrontational approach to influencing these.

Within this context, the UNWomen's "HeforShe" campaign, which is NOT an MEA activity, was specifically mentioned on several occasions. Recognising the historical role that the MEA has had on UNWomen's decision to address the issue of engaging men and boys for gender equality, there was also acknowledgement by key interviewees that the MEA had little influence on the focus and content of the HeforShe campaign, not all of which is endorsed by the MEA. Members of the MEA GS and GB, however, have worked with the organizers of the HeforShe campaign at various levels to strengthen its content and political stance from a profeminist perspective. Ultimately, however, it is UNWomen who is responsible for the HeforShe campaign and who takes the decisions re its focus and content.

Another accountability related issue raised during the evaluation process was the absence of a concerted MEA positionality on how to challenge men's reactionary and antifeminist groups/movements via effective strategies that hold them accountable to principles of equal opportunities and rights.

> "There are emerging anti-feminist male groups that are strong and have a lot of power. Need for a stand, differentiation, strategy against…"

Likewise, accountability, particularly that of MEA leaders and representatives, is also intimately linked to the ways that men relate to and take part in feminist spaces.

"Feminist and women's rights organisations are more critical about the 'how' than about the 'what'. In general, however, not dominating the picture in relation to women's fights/rights has been a challenge".

"90% of the networks in LA include women/women's rights organisations. Greater openness and dialogue has led to a shift from a "competitors' perspective to an "allies" perspective".

Interestingly, one third of the organisations that participated in the Delhi symposium were from women's rights/feminist organizations and many women took part in the recent e-dialogue on partnerships and accountability towards women's rights organizations, assuring a feminist analysis of patriarchy.

2.4.3 Accountability, Resources and Financial Transparency

Another issue linked to accountability and which invariably provokes controversy, is access to funding for engaging boys and men for gender equality, how it is used and the outputs and outcomes produced.

The contention that disproportionate amounts of funding are allocated to working with men and boys is one that has been around for a long time. Even when growing evidence exists to refute this claim[7], the perception that the allocation of resources to working with men and boys syphons off much needed money from the empowerment of women persists. This fuels animosity and contributes to the notion that women's organisations are having to compete for funding with those that work with men and boys, including the MEA, making the consolidation of alliances for gender justice harder to achieve and the claims of accountability by the MEA more difficult to take seriously.

Recent research carried out by AWID, however, on funding for feminist and women's rights organisations[8], points to a deeper, structural problem. Even when donors increase resources for the work carried out by women's organisations, *"the amount remains a drop in the ocean of total development aid",* demonstrated by the fact that in 2010, *"the median budget for 740 women's organizations all over the globe was a miserly US$20,000[9]".*

Consequently, the MEA has been addressing the issue of financial accountability/transparency and funding for gender equality in various ways. These include its integration into MEA activities on accountability (accountability panel at CSW60, e-dialogue), a global event organized with AWID, Rutgers and the Netherlands Ministry of Foreign Affairs on financing trends (March 2016) and support to WILPF for their *WhereIsTheMoney* campaign (June/July 2016).

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[7] In 2012 Sida's direct supported funding to gender equality was approximately 2.4 billion SEK (364 million USD), and approximately 18.5 million SEK (2.8 million USD) to organisations or programmes targeting men and boys. This represents O.7% of all funds dedicated to gender equality. See http://www.sida.se/contentassets/91a4a12e753a4fc88f6d1e91bf78c7cf/fbfae07d-ea8b-4550-84e5-aa476fdd00a6.pdf, page 6; See also Cliff Leek's article "Mechanisms of Cumulative Advantage Among NGOs Engaging Men in Violence Prevention" than can be purchased at: http://men.sagepub.com/content/early/2015/04/30/1060826515582517.abstract

[8] See: 20-years-shamefully-scarce-funding-feminists-and-womens-rights-movements

[9] To put this in perspective, AWID in the same document points out that in the same year (2010), *"… the income for Save the Children International and World Vision International was US$1.442 billion and US$2.611 billion respectively".*

Recently, a consortium consisting of Rutgers, Promundo and Sonke secured a grant from the FLOW-II fund of €419,960.00 (2016-2020). The MEA is a technical partner of the consortium and has specific functions related to network building, advocacy, linking and learning and accountability. When it became apparent that most of the grants approved by FLOW-II were given to INGOs and that small- and medium-scale women's rights organisations and groups were excluded, a significant protest/lobby ensued, spearheaded by feminist women's rights organisations.   The aim of the protest, supported by the MEA, was to draw attention to the fact that the FLOW-II benchmark criteria was too high for many organizations that operate at the regional and local levels to meet and to address the wider political dynamics of shrinking spaces for women's organisations, due to the grant making mechanisms and processes of donors like the Netherlands. After intensive lobbying, the Netherlands made an additional fund available with smaller grants.

The MEA's commitment to supporting greater access to funds for feminist and women's rights organisations is evidenced in the political stance and activism it continues to take on this issue.

> *"The concern about too much money going to men and boys means that some donors are hesitant to support work with men and boys and there has been quite a strong push back.   The challenge for MEA is how to leverage additional resources to play a constructive role as a global network reaching out to donors advocating for them supporting gender equality".*

2.4.4 Accountable by Practice

Whilst acknowledging the robust emphasis that the MEA has had on accountability, one key informant considered that it is an issue that has been debated now for a long time, mostly from a reflective thought sometimes defensive position, to deal with 'sceptical partners'. *"I don't feel it is a very fruitful, impact conversation".*

Other contributors to the evaluation, on the same issue, suggested that a good way of putting accountability into practice is through the creation and widespread dissemination of evidence-based knowledge and information that demonstrates sustainable change achieved in gender equality through working with men & boys, and the strategies and approaches that are needed for this to occur. Whilst recognising the high costs of impact evaluations and the technichal limitations of many MEA member organizations to carry out such evaluations, the integration of Theory-of-Change based PME systems within the MEA, and by its member organisations, can help generate evidence of personal, societal and political transformations that can contribute to accountability practices.

This also entails the systematisation and dissemination of case studies that clearly express stories of personal and organisational accountability, as well as the need for coherent leadership within the MEA at all levels that demonstrates, in practice, an unwavering commitment to relinquishing the power and privileges afforded by patriarchy.

2.5 THE ROLE AND IDENTITY OF THE MEA

2.5.1 Identity

On its website, the MEA identifies itself in the following way:

> *"We are a global alliance made up of dozens of country networks spread across many regions of the world, hundreds of non-governmental organizations, as well as UN partners".*

There is wide agreement that the word "alliance" is appropriate to describe the MEA given that it brings together diverse organisations from multiple countries and geographical regions who have shared interests and who have agreed to work together to achieve common objectives.

> *"Being an 'alliance', means we maintain our own independence as organisations but work towards a common goal"*

The fact that the "*MEA sits in the global North*" (its office is in Washington DC) and that historically it's visibility (and therefore perceived image) on international platforms has been dominated by white, professional, middle class men is a reality that is changing. The diversity implied in '*made up of dozens of county networks*' has become more visible in recent months with the inclusion of men and women, gay and straight, black and white from Asia, Africa and MENA on the GB and GS.

Navigating the power dynamics, however, of such a rich diversity of people will continue to be a constant challenge for all individuals and member organisations and demands the constant critical review of relationships to avoid the reproduction of, historical and sociocultural models of dominance based on sex, race, age, sexuality, etc.

Some doubts exist, however, in relation the inclusion of UN partners in the declaration of "who we are". UN organisations are not in fact members of the MEA and sit on the GB, in theory, as in an advisory capacity. In practice, however, it is often difficult for these advisory members NOT to involve themselves and participate as full GB members when they attend Board meetings.

It is also Important to point out here that representatives of international development and donor organisations such as CARE, Save the Children, IPPF, though not mentioned as a specific category in the statement of "who we are", are full GB members; a situation that, theoretically, could led to conflicts of interest, especially if they are also funders of the work of the MEA and/or its member organisations.

The identity of the MEA vis-à-vis social movements

During the evaluation process, the term "movement" was often used in relation to the MEA. In general, the idea of the MEA aspiring to become or to contribute to the creation of a specific "men's movement" connected to or complimentary to the women's rights movements and/or wider social justice movements was questioned and rejected.

"A social movement refers to social processes of the oppressed groups. We, as men, have an identity which stems from power and domination. I don't agree with promoting ourselves as a movement but do see us as integrating it to the broader movement towards transformation, but not as a movement in itself".

Consequently, the MEA identifies itself as an emerging actor in already established movements for gender equality and wider social justice, whose unique "added value" is to bring to those movements innovative evidence-based advocacy, networking and communications strategies and proposals for disarticulating patriarchal masculinities.

In a sense, the MEA is a hybrid entity. Although it aspires to be a "bottom-up community of practice", able to influence the approaches, strategies and stances of its own members and of other social movements, its intentions are also of a very political nature. This makes it more akin to a social movement in itself, even when, structurally and politically, this may be difficult to sustain in the longer term. In practice, the MEA's political identity and intentions are greatly influenced by the very fact that it and its member organisations are embedded in the "development paradigm" mentioned earlier.

"We need to NOT just talk the development language! But we sit with INGOs! How much space do they have to do politics? How can the politics get articulated through the implementation of development projects? It is difficult to get INGOs to engage with and fund local processes. Or if they do, they do it in their own way".

Recent developments within the MEA have seen the Global Board develop a draft "vision statement" which reads as follows:

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

In the online members' survey carried out during this evaluation, a majority of respondents (87.6%) agreed or strongly agreed with this proposed vision statement. Some members felt, however, that the statement was too general and omitted direct references to "masculinities" and/or "gender equality", and it remains to be seen if in the final version these will be reflected.

The general, all-embracing way that the vision statement is formulated, however, suggests that it is not specific to one particular movement which is in itself coherent with the MEA's sense of identity and of aspiring to participate in and contribute to already existing gender equality and social justice movements, rather than set itself up as a separate, independent social movement.

The recent incorporation of the MEA in the USA as a non-profit organisation establishes it as a legal entity, which now enables it to pursue its own funding sources. This brings implications for changes in the modus operandi of the GS and GB of the MEA and challenges in relation to ensuring that these do not negatively affect the collective sense of identity and purpose that makes the MEA the unique alliance that it is. Particular care will have to be taken to ensure that the MEA at the global level does not enter into competition for funds with member organisations and that its strategies

prioritise the strengthening of the MEA regional and national structures and actions as well as at the global level.

2.5.2 Role

The Global Board, in recent months, has also developed a draft "mission statement" which clearly expresses the role(s) of the MEA:

> **"The MenEngage Global Alliance works to transform unequal power relations and patriarchal systems by:**
>
> - **Transforming masculinities;**
> - **Working with men and boys through intersectional feminist approaches;**
> - **Building inclusive Alliances from local to regional to global levels; and**
> - **Fostering joint actions in partnership with women's rights, gender- and other social justice movements".**

This mission statement captures the important principle that engaging men and boys, for the MEA, is not considered a goal itself, but rather a means to transforming harmful masculinities, and eventually to realizing women's rights and gender justice.

In the online survey, 93.9% of the respondent member organisations agreed with this mission statement.

During the evaluation process, several of the pivotal ideas expressed in the draft mission were addressed in the analysis and reflections of key informants on the MEA role to *transform unequal power relations and patriarchal systems* (without them having had access to the draft mission statement).

Transforming masculinities

> *"As obvious as it may sound, there is a joint sense that the MEA's role is to address how to engage men and boys to transform masculinities".*

> *"We have a shared vision and common goals; on the ideological side there is great unity, all working for gender equality. But what the MEA does and how, is still open to interpretation, depending where you sit within the alliance. Some members, for example, focus more on awareness raising, others on changing norms".*

> *"A paradox we face is that the other side of the 'men and boys' coin is 'women and girls'. So where is the place for diversities? Sometimes we reinforce the binary dichotomy. We need to strengthen the work we do with all sexual orientations and gender identities".* (To have a systemic approach)

Working with men and boys through intersectional feminist approaches

> *"Added value: how to have a feminist agenda to enhance quality of the work: without instrumentalising men and boys, and also not undermining women's rights".*

> *"MEA's role as a global alliance, is to have strong feminist politics and accountability to those who are oppressed, primarily women and others".*

The idea implicit in the first statement above that a feminist approach to working with men and boys might entail their instrumentalisation, raises the question if there is consensus within the MEA at different levels in relation to what "*intersectional feminist approaches*" means. The operationalisation of this concept will require further development within the MEA in the coming years, to give body and meaning to this component of the mission statement. That process in and by itself will be a political act

Building inclusive Alliances from local to regional to global levels

> *"The MEA promotes communities of practice - identifying initiatives that are happening, different policies and protocols that are happening on the ground. It is evidence based and participatory work that entails similar thinking, understanding and connecting with each other more, and planning together, while still having room for specific contributions from particular members. When experiences are exchanged, the linkages emerge".*

> *"Building the "global" implies a series of challenges in relation to how to include the region and the national. Global work needs to be locally and community based and nourished. A key role of the GS is to take information, evidence form the regions and connect it with global level, knowledge".*

Fostering joint actions in partnership with women's rights, gender- and other social justice movements

> *"MEA's role is to be a model way of partnering with women – a global network that can ultimately provide models of engagement to change social environments, global disparities".*

Other reflections vis-à-vis the role of the MEA highlighted the substantial historical intellectual and academic trajectory of the MEA and the ground breaking research carried out by, and in collaboration with, member organisations, particularly Promundo's IMAGES studies. Particular mention, too, was made of the recent study on men, masculinities and climate change.

> *"We managed to agree to develop a discussion paper on men, masculinities and climate change. Now we have a MEA product, this is an achievement. Something very new. Not something we had planned".*

Whilst research in itself, is not a key area of the work of the GS, scientific, quality research, carried out directly or commissioned by MEA member organisations or by other actors, gives the MEA a solid foundation for evidence-based actions that can be taken globally and by the regional and national networks. Similarly, other important types of evidence can be generated at local, country and regional levels through the systematisation and dissemination of promising/best practices, and processes of participatory action research, whose findings can be used to nourish processes of advocacy and capacity building at all levels.

This is a good example of the synergy that is needed and can occur between the different levels of the MEA to strengthen communities of practice within the MEA and to contribute to the strategies and practices of other organisations and movements.

2.6 MONITORING, EVALUATION & TRANSPARENCY

2.6.1 Planning, Monitoring and Evaluation

As the GS has become established and functional, it has also inherited the planning, monitoring and evaluation processes that previously were carried out by Sonke and Promundo. Currently the GS prepares a detailed 'global annual work plan' to operationalise the Sida proposal and wider Strategic Plan and based on the Global Results Framework and the evolution of these over the years.

The Logical Framework Approach (LFA) that the MEA uses for planning its activities, outputs and outcomes facilitates the monitoring and evaluation of the quantitative aspects of the work of the MEA and reporting on these, which is done well. The fact, however, that the MEA, as a complex, multi-layered network, is more concerned with long term transformational change (social and gender norms, structures, societal institutional, public policy, etc.) rather than short term project related results, lays bare the limitations of the LGA. The MEA, currently, is in a transitionary period, moving towards the adoption of a Theory of Change model, something that should be prioritised in the immediate future. This will enable the MEA to visualise clearly the "big" transformations that it aspires to contribute to and how, as well as develop innovative and adequate monitoring and evaluation mechanisms at the different levels of the MEA.

The fact that the GS is a small unit and is not a hierarchical structure, means that individual members of the GS are responsible, under the general guidance/supervision of the Global Coordinator (and Advocacy Manager), for the completion of their work plans.

> *"We have regular meetings to check if we are on track", and every conversation has its follow-up points".*

Recent advances in the institutionalisation of the MEA, greater transparency and internal follow-up and accountability mechanisms (e.g. relatively recent monitoring of work-plan implementation via team-meetings and individual one-on-one manager-staff meetings; institutionalized staff performance evaluation) have contributed to the strengthening of the internal planning, monitoring, evaluations and reporting mechanisms, giving shape to a horizontal though strategically and operatively well-managed GS.

Emphasis in the past 2 years has been placed on the professional development and well-being of the GS staff, creating a healthy workplace environment that fuses professional management systems with feminist principles of cooperation, collaboration and transparency. This is seen as coherent with the values of the MEA and is a deliberate choice to avoid the staff turnover dynamic that occurred in the first years of the GS and which were damaging for the individuals involved and for the MEA in general.

The GS prepares an annual report which is sent to the GB for feedback and contributions before being submitted to Sida. Financial reports are also prepared and sent to donors. Subsequently, the Annual Report is published and is made available to the membership and general public.

As regards PME systems and mechanisms within the MEA, some accountability and performance challenges remain in relation to the need for further role-clarification and to the voluntary nature of important stakeholders within the MEA. While the GS has gained legitimacy to follow up and hold other actors of the MEA accountable for the fulfilment of plans, commitments and milestones (e.g. board members, regional coordinators, members of specific commissions), it is not always easy to ensure timely and or effective results.

2.6.2 Financial Administration

The Strategic Plan (2012-216) and proposal for core funding to Sida were prepared by Sonke Gender Justice and Promundo on behalf of the MEA, before the GS existed. On approval of the proposal, Sonke took initial responsibility for its financial administration, passing some of that responsibility to Promundo when the GS was established. The incorporation of MEA as a non-profit in the USA, now means that the MEA is establishing its own financial administration arrangements.

To date, the published Annual Report, made available to the members and the general public, has not included a financial overview, which in terms of transparency is recognised as a gap. This is related to the fact that the financial administration of MEA funds, in the past, was carried out by Sonke Gender Justice and Promundo, and to difficulties in establishing sufficiently agile communication channels and mechanisms aligned to the budget control and financial reporting needs of the GS. Indeed, some funds (for example from Norad) have been accessed and administered directly by Sonke[10] in the name of the MEA but executed within the framework of Sonke's institutional programmes. This has created confusion and has represented a major challenge for the GS of the MEA vis-à-vis monitoring and financial reporting on these activities, which in practice have been a Sonke project, although with some benefits for the MEA.

With the recent registration of the MEA as an NGO, however, the GS/GB have begun to subcontract external accountancy and audit services to ensure that the financial administration of the MEA is carried efficiently and transparently, and that financial statements can be systematically used for budget monitoring.

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[10] In accordance with previous agreements, now annulled, that member organisations were permitted to do so.

2.7 SUSTAINABILITY AND LONG-TERM PERSPECTIVES

The core funding provided by Sida has enabled the MEA to grow in recent years, to change and strengthen its organisational structures and to develop, strengthen and execute creative and effective strategies that are coordinated and facilitated by the members of the GS, with support from the GB, particularly the co-chairs. Simultaneously the GS has evolved as a team of very highly committed professionals whose knowledge, skills, vision and humanity have been highly commended throughout this evaluation. The GS, as a facilitating body, is seen as key in the future development and consolidation of the MEA.

While Sida core-funding represents a shift from previous project-focused funding, and has enabled the growth and consolidation of the MEA, it will be very difficult for the MEA to guarantee further consolidation and sustainability if it continues to depend so heavily on support from Sida. All parties involved are aware of this dichotomy and of the need for a sustainable strategy.

Unfortunately, the multiple, time consuming and complex internal processes that have taken place to strengthen the internal organisational structure if the MEA (totally necessary) have limited the MEA's capacity to move forward with the development of a consolidated fundraising strategy, which in itself should be an integral part of a wider strategy for sustainability.

Currently, a complex and first-of-its-kind "*MenEngage Alliance income mapping 2012-2016*" is being undertaken. This is a very important and valuable initiative that will allow the MEA to identify and monetarise all resources and contributions that were leveraged at different levels, recognise all efforts undertaken in that direction, learn on successful strategies and visualise financing and sustainability alternatives.

The role of the finance working group is to review the annual budget plan and monitor its implementation; telephone conference calls take place every six months and in relation to the annual financial report, responsibility is shared: the GS prepares it with the Treasurer and the accountants, then it is shared with the finance committee for their feedback, before presenting it to the GB, and later – upon approval – to the donor.

On the other hand, part of the role of the Fundraising committee is to develop a fundraising strategy. To date, not much has happened, so it is of high importance to enhance awareness and commitment of board members to support fundraising, in particular the Fundraising committee.

In theory, the MEA would benefit from attracting similar "core funding" from other donors that would give flexibility in the assignation of funds. In practice, however, the tendency within donor organisations is towards "earmarking" funds which in turn, for the MEA, makes project design, execution and administration more tedious and time and resource consuming.

With the recent advances made in the development of the MEA's strategic framework, the emerging ideas around a Theory of Change, and the new proposal submitted to Sida in August 2016, the MEA is in a position to consolidate a Strategic Plan with budget that would be an important tool for levering future funding, either as

core funding or for particular projects that can be formulated within the framework of the strategic plan.

In doing so, however, care must be taken to ensure that projects continue to the overall mission of the MEA and that entering into competition with member organisations is avoided.

The MEA's quest for sustainability should not only focus on financial sustainability and should not become the sole responsibility of the GS/GB. Efforts should be made in the immediate future to pursue approaches that strengthen the structures and strategic plans of the regional and country networks to increase their capacities to develop (semi)autonomous activities and actions. This would entail the revision/adaptation of the current strategic plan, ToC and funding model/dispositions and a shift in the allocation of some funding to national and regional levels, to nourish the global.

Decentralising funding allocation options does not necessarily imply going back to a donor-client model via sub-grants. For example, if membership fees are introduced, a percentage of each region's collection could go to fund regional expenses and initiatives. Other networks have also demonstrated good results in implementing internal competitive funds (which is not the same as sub-grants) and in having specific member organisations (selected through an agreed process) implement a "globally and collectively owned project" (e.g. a comparative research project, a campaign). This also requires, of course, better knowledge of the membership in its diversity, strengths and weaknesses.

In addition, strengthening regional resource mobilisation capacities is fundamental, by strengthening their institutional and strategic capacities, their planning, monitoring and evaluation, their result-orientation, their visibility, their alliance-building processes.

Similarly, member organisations that are experienced in negotiating with donor organisations can be co-opted on to finance committees and working groups to capitalise on their knowledge and skills.

In the spirit of partnership and accountability, the MEA should also consider the development of joint proposals with women's rights organisations.

3. FINDINGS RELATED TO THE PERFORMANCE, RESULTS AND SUSTAINABILITY OF THE MEA

3.1 IMPLEMENTATION AND EFFECTIVENESS

This assessment of implementation and effectiveness has drawn on the interviews carried out during the evaluation process as well as the analysis of MEA annual reports to Sida, in relation to the 4 long term objectives and their respective planned activities and results (outcomes and outputs) included in the proposal to Sida 2012-2016 and taking into account modifications that have been introduced during the implementation of the proposal.

> *"Most important achievement: we managed to secure a Sida grant so that we could hire a staff, create the secretariat, build the website, newsletter".*

3.1.1 Long term objective 1: Institutional Structure and Coordination

Given that the establishment and strengthening of the internal structures and governance mechanisms of the MEA have been one of the major focus of the MEA during the implementation of the Sida proposal, the progress made in these areas has already been described and analysed in section 2 of this report. This subsection, then, looks specifically at the specific results achieved in relation to the first objective included in the Sida proposal, 'Institutional Structure and Coordination'. These are synthesised below, followed the logic with which they were presented in the Sida proposal

a) The establishment of "a fully staffed and well-functioning Global Secretariat".

In establishing the GS, the MEA has dedicated a significant amount of resources (time, financial and human), has seen some staff turnover and modifications in the makeup of the GS and in the job descriptions of its members. As the GS has become more professionalised and competent, its dependency on Promundo and Sonke (and the MEA's in general) has been reduced and the autonomy of the MEA enhanced. Many interviewees during the evaluation process spoke very highly of the professional capacity and humanity of the GS, including previous staff, whilst also pointing out the need to more precisely define individual and collective roles of GS staff. Some also expressed concern about the very high expectations put on the GS (workload versus capacity) and warned about "burn out".

b) The development of an "*enhanced long-term operating model for the MenEngage Global Alliance*".

This has entailed a shift from the charismatic leadership of two individuals and their respective organisations towards a more collective, inclusive model that now sees the MEA as a legally registered NGO in the USA with Global Board and elected Global Secretariat responsible for the design, implementation and evaluation of the MEA strategies. The success of this new model will depend, partially, on the amount of time that members of the GB can dedicate voluntarily to the MEA and the further definition and clarity of their roles, as well as on the strengthening of the national and regional levels, and the enhanced linkages between all levels.

"Setting up a clear governance structure, the GS can facilitate other processes. Coming to this structure with a lot of reflections and learning from the women's rights movement. Structure very inclusive of all the regions".

c) The first important steps towards the "*increased financial long-term sustainability of the MenEngage Global Alliance".*

During each year of the implementation of the Sida proposal, the GS/GB and some Regional Networks have managed to secure additional funding for specific activities of the MEA. The original target of reducing Sida's percentage of core costs from 80% of core funds to 30-50%% has not been achieved, and was perhaps not sufficiently realistic (In the MEA's new proposal 2017-2020, Sida is being asked to cover 75% of core costs).

In relation to increased long term financial sustainability, a major challenge is to diversify funding sources and to enhance ownership and participation as conditions and means to increase regional and national involvement in resource mobilization. This, in turn, poses an additional challenge on how to access more/sufficient funding in ethical, accountable ways, particularly in relation to a) women's rights organisations and b) the MEA's own members.

The need to diversify funding sources, linked to sustainability of the MEA, has been dealt with in detail I section 2.7 of this report.

d) The strengthening of "*viable and sustainable Regional MenEngage Networks".*

The role of the GS in relation to this result has evolved during the implementation of the Sida proposal moving away from the direct intervention of the GS for training/capacity building and through sub-grants, to the strengthening of regional and country networks using local and regional expertise. Agreement exists at all levels on the need to prioritise the strengthening of regional and country networks (structures, approaches, activities etc.,), especially those that have been unable to date to consolidate adequate structures, strategic plans and resources of their own. The Networks Manager has already taken many important steps towards this and it will be a major component of the new strategy.

There is a need to have greater clarity on the structure and roles at different levels within the MEA. For example, it is not clear if individual members/national organizations should first of all belong to the regional network as a prerequisite to participating at the global level, particularly as members of the Global Board. If it were so, the global level itself could be seen as a network of regional networks.

"Strengthen the regions. Come bottom-up. Come organically and bottom-up, and requires resources".

The updated MOU (June 2016) calls for at least 50% representation on the Global Board of Regional Members, who in practice are the Regional Coordinators. Currently, the board has 19 members, 6 of whom (32%) are Regional Coordinators (though not necessarily elected directly by the reginal members), plus the 2 co-chairs. The intention is that the at-large member organizations currently on the board (for example representatives of UN organisations), will rotate off into an advisory

committee. It is still unclear, however, if representatives from development organisations (for example CARE, StC) will continue on the GB, form part of the advisory committee and /or take part in thematic working groups that are not linked to GB membership.

These changes, including guaranteeing that the regional representatives on the GB have the required legitimacy, skills and authority to participate fully, will reduce the size of the GB to around 12 members, and differentiate roles and responsibilities in a clearer way, enabling more efficient use of the time available for GB meetings.

e) The consolidation of "*improved representivity and diversity of the membership of the global steering committee*".

The Global Board has integrated members from partner organisations to ensure that women, the LGBTIQ community and young people and their respective interests are represented. More clarity is needed, however, on their role and "purpose" if "meaningful partnerships" are to be developed between these organisations and the MEA. Also, other issues linked to the participation of external organisations on the GB still need to be resolved: for example, individual vs. institutional representation, resource availability to ensure representation and participation of feminist and women's rights organizations with limited resources, and the need for greater inclusion of LGBTQI and youth organizations.

No analysis has been carried, so far, during this evaluation on the internal structures and functioning of the regional steering committees. This will be addressed in the 4th and final stage of the evaluation proves planned for October – December 2016. It is clear, however, that diverse network organisational models are being developed in the different MEA regions. MEA Africa, for example, receives considerable institutional support from Sonke, and has developed a modus operandi that has entailed the consolidation of concrete organisational proposals and strategies. Similarly, in the Latin America Region, joint activities, organised by the LA Steering Committee, have taken place and South Asia has an active Steering Committee that has its own regional strategy. NAMEN, also has a clear structure and MoU for its SC members as well as member organisations.

Consequently, one of the issues that will be focussed on during the fourth phase of the evaluation will be the critical analysis of the advantages and disadvantages of the different organisational models being used by Regional networks: for example, Regional Networks that are primarily NGO and/or donor driven, those that have developed horizontality and joint ownership and participation across the network, recognising that the two are not necessarily mutually exclusive.

3.1.2 Long term objective 2: Global Capacity Building

The second objective of the Sida proposal, "Global Capacity Building" envisaged the Global Coordinator in the role of trainer/capacity builder role in order to guarantee the following:

a) the establishment of regional MenEngage Training Institutes to improve the skills *and leadership abilities of national and regional member NGOs*

b) the development of a number of global campaigns that can be adapted at the regional and country level (MenCare, FBO campaigns, and the LGBTI campaign

c) the implementation of an "*individual leadership development fund*" for engaging young women and men leaders in achieving gender equality.

d) The execution of a sub-grant programme to enable (at least 8 new) research projects carried out in partnership between MenEngage members and regional/local researchers.

e) The strengthening of the skills of MenEngage member NGOs in the area of targeted advocacy campaigns and actions.

f) The promotion of exchange visits among MenEngage member organisations that allow exposure to new ideas or approaches being implemented per participating organization.

As the GS became established in 2013, the over ambitious nature of these activities (and of the proposal to Sida in general) quickly became apparent and many of them were not, in fact, allocated specific funds in the budget. In June 2015 the GB (at that time, the SC), after much analysis, agreed that the role of the GS and particularly of the Global Coordinator, in relation to capacity building, was primarily a facilitating one, which made many of these activities redundant as GS responsibilities.

Consequently, none of the above mentioned activities have been established *per se* as core activities of the GS of the MEA, although some actions have been taken within the MEA and/or by member organisations on all of the above mentioned issues, demonstrating joint responsibility and ownership of the MEA Strategic Plan. Some examples are given below.

- The MenEngage Africa Training Initiative (MATI) is organised annually by MEA Africa and Sonke and other regions organise training activities and processes in accordance with their own plans and available resources. Similarly, capacity development initiatives took place in South Asia with financial support from the UNDP, although this has now become a separate initiative.

- In some countries the MenCare campaign has been rolled out by or in collaboration with MEA networks and the MEA is member of the MenCare Steering Committee. There have been no specific MEA global campaigns and engagement on LGBTIQ issues (although messaging has been included on LGBTQI rights in advocacy initiatives) and religious leaders/FBO organisations has been minimal, expressed in a consultation on faith-based approaches was organized in August 2016.

- Youth leadership is an issue being addressed at the level of the GB, with the establishment of youth reference group in 2016, and also in the regions.

- Promundo, in particular, has played a key role in generating new knowledge through the IMAGES research series, often in partnership with MEA networks and/or member organisations. In Asia and the Pacific, the UNDP has played a similar role through support to Partners For Prevention/SANAM.

- The GS, in lieu of providing training in advocacy skills, has shifted its emphasis to sharing knowledge (for example policy briefs) within the MEA on the most relevant global advocacy initiatives (for example CSW, SDGs) and guidance on how members can use these in their own advocacy work with other organizations, governments, and the UN.

- The global symposium in Delhi in 2014, regional encounters and exchange visits/programmes between MEA members and regions have taken place with

funds from other sources (for example NORAD). The GS has moved towards playing the role of "broker" within and across regions to facilitate the virtual and physical exchange of ideas and experiences.

A yearly planning meeting was also included as a capacity building activity under this objective. Its original conception envisaged an inclusive space to bring together all interested parties (member Organisations, donors, UN entities, etc.) not only to strategize and plan the activities of the MEA but also to have a platform to share knowledge and information and nurture partnerships. In practice this yearly event has evolved into the annual meeting of the GB and GS. As the GB focuses more and more on internal MEA issues, the role of at large members has become less clear (in Board meetings) and some doubt that their experience, knowledge and skills are capitalised on sufficiently by participating in the GB meetings.

Consequently, the current shift is towards the activation of an Advisory Committee that will focus primarily on giving guidance and support to the content, focus and approaches of the MEA's work, as well as the operationalisation of concrete partnerships with members who bring specialised knowledge/experience and/or who represent a specific constituency. Similarly, the role of the GB will evolve to emphasis mainly the governance, strategic and technical aspects of the MEA.

The final component of the second objective of the Sida proposal focussed on accountability, which, during the implementation of the Sida proposal has emerged as one of the key strategic areas of MEA's work. The GS of the MEA is playing a key leadership role in ensuring that internal and external accountability and transparency mechanisms exist and that member organisations adhere to the guiding principles and code of conduct.

This apparent lack of implementation of many of the activities of this objective is linked mainly to the realisation that 'capacity building' needs to be embedded in the MEA regions and is not a task that the GS can effectively and efficiently carry out from its central location in Washington DC. With the recognition that many of the components of this objective were typical of, and more akin to, a project/programme of an NGO, rather than to those of the secretariat of an alliance/network, many of the activities were not carried out as originally envisaged and /or cancelled. In recent years, however, the GS has executed some capacity strengthening processes as part of the core strategies of the MEA, in relation to crosscutting issues like accountability, network building and advocacy.

Some confusion still exists, however, in relation to the capacities that member organisations already have and those they lack, as well as the strategic and operational balance that the GS of the MEA should strive for vis-à-vis "capacity building" and "knowledge management".

In effect, the 'capacity building' objective has slowly evolved into a strategy for strengthening the regional and country networks that sees the GS as a facilitator of processes, capitalising on local and regional expertise, rather than being a hands-on specialised capacity building unit in itself. This has also entailed recognising that some of the activities in this objective sit best in other MEA strategies, such as those related to advocacy and institutional processes.

3.1.3 Long term objective 3: Global, Regional and National Level Advocacy

In general, the activities envisaged in the third objective of the Sida proposal "Global, Regional and National Level Advocacy" have been implemented as planned and have contributed significantly to the expected outcomes.

- The MEA has had considerable success in establishing a myriad of civil society partnerships in order to support the global advocacy initiatives of women's rights, SRHR, LGBTQI and youth movements, and position itself as an ally to these movements. In recent years, this has included supporting Agenda 2030 and the SDGs, CSW and CPD as well as the work of the Women's Major Group the Women's Rights Caucus and actively advocating for the allocation of resources, including financing, to women's rights and gender justice organizations. Partnerships with UNFPA, UN Women and UNDP have also been strengthened at global and regional levels.

- The GS of the MEA has consistently participated in global-level advocacy spaces and processes to influence policy, focusing particularly on the SDGs, the CSW, ICPD Plus 20, Beijing+20 and the UN Security Council Resolution 1325. The inclusion in the SDGs of engaging men and boys as a key strategy to eliminate all forms of discrimination and violence against women and girls, was partially due to the advocacy efforts of the MEA. Similarly, the annual presence of the MEA in the CSW entails the dissemination of information (through e-mail listservs, social media) before, during, and after the event, and the joint execution of "side events" with women's rights organisations and UN partners and position papers on key themes on EMB issues.

- Throughout the implementation of the Sida proposal, the MEA has organised and supported initiatives (conferences, research, position papers, dissemination of information etc.) in support of global advocacy efforts around engaging men to end GBV in conflict and post-conflict settings. In the past two years however, it has significantly increased its focus on gender, peace and security issues and the Women's International League for Peace and Freedom (WILPF) is now member of the GB.

- The MEA's ongoing participation in the steering committee of the MenCare campaign (a Sonke/Promundo initiative and **not** an MEA activity per se) represents a close collaborative partnership that is regulated by an MOU signed in July 2016. Many MEA member organisations implement MenCare in their countries but not all MenCare implementers are MenEngage members. The Steering Committee of the MenCare Campaign is committed to ensuring that the activities and policy agendas/advocacy initiatives of men's caregiving, especially fatherhood, is rooted in the analysis of men's power over women and their empowerment, and in gender justice, which is consistent with the vision and mission of the MEA.

- The second Global Symposium on Engaging Men and Boys in Gender Equality took place in New Delhi in November 2014 and brought together c.1200 participants from 96 countries. Many key informants during this evaluating process highlighted it as one of the highpoints of the MEA in recent years. Since then numerous resources have been developed and widely disseminated via a listserv of over

2500 people in English, Hindi, Spanish, French and Portuguese, using the presentations, stories, case studies and interviews from the symposium. Some constructive criticism, however, raised the question if the focus had not been overly academic and proposed that future symposia could be more activist oriented.

- In support of its advocacy efforts, the MEA has produced a series of briefs and discussion papers[11] to influence the integration of men and masculinities into women's rights and gender justice policy debates and decision-making processes. These have been widely disseminated and distributed

- In relation to the final activity included within this objective, the MEA has urged its members to take action on specific cases involving the violation of women's rights. Initial plans to create an online platform on the MEA website to circulate e-petitions and send out instant advocacy alerts were not operationalised. Calls for solidarity and action, however, are increasingly shared through the membership listserv. The development of this activity however, would appear to fall short of the original intention to "*establish a global and regional Advocacy Alert mechanism to facilitate the rapid response of MenEngage global and country networks to human rights violations, particularly of women's rights. At least three "Advocacy Alerts" per year at the global level and five per year at the regional level*". As with many other attributes assigned to the GS in the Sida proposal, this task would appear to be more appropriate to be led by the regional and country networks, seeking cross alliance support for specific issues they prioritise.

  It is also important, however, to clarify who takes decisions on action alerts and how these are taken, as well as to define criteria related to on which types of situations to promote "advocacy alerts" and who then takes responsibility at different levels for action and follow up.

During the interviews carried out as part of the evaluation process, several interesting observations and comments were made in relation to the MEA's global advocacy work and its success in stabilising itself as an important ally in the field of global advocacy for gender equality, some of which are synthesised and shared below.

> *"It's difficult to navigate the gender and human rights world, but we have shown integrity and humility and that has helped."*

> *"The MEA is the leading voice on the idea of working with men on issues of gender and we have pooled resources under a common name. When you look at the results, the field has benefited."*

> *"Seen from where I am in the Global South, the MEA has become the leading brand for engaging men and boys for gender equality".*

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[11] For example, "Sports and the Making of men: Transforming gender norms on the playing-field", "Sexual violence in conflict and post-conflict: Engaging-men-boys", "10 Point Plan of Action to engage men and boys in preventing violence against women", "Contributions to the Post-2015 Agenda", and the discussion papers "Men, Masculinities, and Changing Power" and "Men, Masculinities, and Climate Change".

"Our visibility and recognition by international and governmental organizations has increased. Now there is greater openness and awareness about work with men and boys and masculinities".

"Our presence at the CSW and other large international events adds the masculinity lens to gender discussions and inclusion in public policies. There is now greater acceptance of this idea by Women's organisations. Major partners have begun to see the MEA as a valuable partner; we are recognized and have found our way into negotiations".

"Carrying out advocacy at the UN, in partnerships with UN agencies and at government level, has enhanced our acceptance as a visible, legitimate, recognized voice".

3.1.4 Long term objective 4: Communication and Information Exchange at the Global and Regional Level

The fourth objective of the Sida proposal focussed on "Communication and Information Exchange at the Global and Regional Level", whose goal by 2016, was to "*enhance MenEngage global and regional communications through development of a modified and enhanced global website, developing position papers and enhancing outreach to the media and via social media and have in place a streamlined, and constantly updated communications system*".

The results achieved through the implementation of the activities contained within this objective are described in detail below.

- The existence of three email listservs (general Alliance membership, members of the Global Governance Board, and participants in the Delhi Symposium) and an e-newsletter shared with more than 3500 subscribers. Listservs (google groups) are used extensively by the GS to disseminate information and knowledge (research, studies, materials and resources), to publicise calls to action and circulate advocacy statements (for example on abortion, gender and climate change, AWID forum, CEDAW, etc.) and to a lesser extent by member organisations to share aspects of their own experiences and practice.

- A website that has been revamped and which was launched in March 2014 that features:

  - ✓ a language option menu in multiple languages
  - ✓ An "about us" section that describes what the MEA is, who its members are, the governance structure, its objectives and guiding principles.
  - ✓ a news section that give information on MEA events and latest happenings and has an opinion-editorial sub-section;
  - ✓ a "regions" section that describes the regional networks, how they are organised and the work they carry out
  - ✓ a newsletter section where anyone can subscribe to the MEA newsletter
  - ✓ a resource section that features both the latest research in the field and an archive of MenEngage partner research from years past, organised into the following sub categories: Advocacy & Communication, Community-Based

Interventions, Group Education, Organizational Governance & Leadership, Research & Evaluation and Service Provision.
- ✓ A section on accountability that contains MEA's resources on accountability and partnership and accountability blog.

- A Spanish Language MenEngage website has been created http://www.redmasculinidadeslac.org and will be integrated into the revamped website during 2016 (though also remaining a stand-alone platform). One component of the website that was originally envisaged but which to date has not been developed is an online course offered on an annual basis in different languages.

- Increased social media communication of issues, international events and campaigns supported by MEA via Facebook and twitter with c 5000 and 3700 followers respectively. More recently, efforts have been made to showcase the activities of regional networks and member organisations, to highlight issues from the Global South and to promote activities and campaigns championed by other social justice movements, particularly women's rights. This, however, is a major challenge in itself, since it depends on the establishment of clear channels of communication with MEA member organisations and media outlets in the Global South to facilitate access to information.

- Annual communications plans, as part of the overall annual plans, have been developed since 2015 which have contributed greatly to improving the MEA's communications work, and to ensuring a consistent exchange of news and information between the GS and the RCs. The establishment of a Communications Working Group, planned for 2016, has not yet materialised. Its activation would ensure much need expert input into the necessary renovations to the existing communications platforms and a further revamp of the MenEngage Alliance website, as well as the integration of new communicational components (for example the planned storytelling project).

During this evaluation process, it emerged that the development of communications' approaches, strategies and plans and their progress has been particularly affected by staff turnover during the implementation of the Sida proposal. Some of the limitations that key informants referred to in relation to communications are described below.

- The information on the website is generally in need of updating to reflect changes with the MEA and to make access to information and resources easier.

- There is no information about MenEngage partner organisations on the website, very little about the work of the Regional networks and even less about country networks.

- The website (and social media platforms) have great potential for the promotion and consolidation of a 'community of practice' but currently do not cater for interaction between users, nor for the uploading of resources and information by users (website particularly).

"The Issue of communications is a big challenge. What is the role of the global network is in terms of the communicational needs of its membership? I get confused, for example, when I get communications form MenCare or related to the Delhi conference - confused about what I am getting from the global MEA as a member.   While there is a lot of sharing through the listserv, I'm not sure how much gets utilised across or beyond the 700 members".

One of the new emerging components of the MEA communications' work is a "story telling/case studies project".

"The proposal for the story telling project is to share member's stories of transformation widely to profile their work, working with the media to disseminate these stories."

The story telling project is also being envisaged as "*the basis for a communication strategy and for an MEA campaign*" and as a platform to provide real-life examples and evidence to support advocacy. Two major challenges linked to that are a) the identification of a single campaign theme and focus that is pertinent and relevant across the full membership of the MEA and 2) the development of sufficient capacity to reach and empower members at a local level.

"Developing an MEA campaign is more than a one-person job and depends too on building the capacity in the regions to do that. How can that be built? We're getting there, but slowly".

The story telling is a good opportunity for creating greater synergy between the strategic areas of intervention and promote collective action at different levels within the MEA.

A need has also been identified to generate and update a membership database with profiles of members and a geographic map of membership. This will enable members and other actors to connect directly with each other and visitors to the site will be able to research what members are doing

The MEA lacks a consolidated communications strategy and infrastructure for the exchange of information. The revamping of the website, however, to include a membership-platform (already underway) and its use to mobilize the aforementioned communications working group are envisaged as crucial steps that need to be taken to enable a jointly owned communications strategy to be developed.

3.2 RELEVANCE

The relevance of engaging men and boys for gender justice is upheld by a number of historical and theoretical considerations that are detailed below.

The historical shift from a Women in Development (WID) to a Gender and Development (GAD) focus that emphasises mainly the need to transform gender roles and power relations, paved the way in the late 1980s/early 1990s for the inclusion of men as subjects and co-actors and allies in development and programmes and projects aimed at the empowerment of women[12]. The experience of many women, individually and collectively, called for changes in the attitudes and behaviour of men (particularly those in positions of power), and in the social norms around patriarchal masculinities, as a necessary factor for the sustainability of their own experience of empowerment and to be able to live lives free from violence.

As the 1990s progressed, the relevance of addressing "gender and power", and therefore transforming patriarchal gender identities (masculine and feminine), roles and relationships became more urgent for those working towards gender equality. On the global level, the relevance of engaging men and boys for gender equality is reaffirmed in a series of UN commitments that have been expressed in:

- the International Conference on Population and Development (1994),
- the Programme of Action of the World Summit on Social Development (1995) and its review held in 2000,
- the Beijing Platform for Action (1995)
- the twenty-sixth special session of the General Assembly on HIV/AIDS (2001),
- the annual United Nations Commission on the Status of Women (initially in 2004 and most recently in 2016),
- the Joint United Nations Programme on HIV/AIDS (UNAIDS) Action Framework on Women, Girls, Gender Equality and HIV (2009), and the UNAIDS Operational Plan for Action Framework (2009).
- The SDGs framework (2015) in Paragraph 20, recognizes engaging men and boys as a key strategy to eliminate all forms of discrimination and violence against women and girls,
- The UNAIDS Platform for Action on Men and HIV and AIDS 2016.

Similarly, since the mid-1990s many international development agencies (like Sida) and donor organisations have widened their concept of gender to include working with men and boys for gender equality.

The relevance of working to change harmful masculinities that endorse "power over" and that lead to the subjugation of women and GBV becomes even more apparent when applied to social and environmental crises that link patriarchal masculinities to conflict, war and climate change.

Within the content of the 'boom' in gender and masculinities in the last 20 years, it is also important to acknowledge the emergence of other initiatives that focus on men

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[12] In 1988/9 CIPAF a feminist NGO in the Dominican Republic carried out some work with Michael Kaufman (co-founder of the White Ribbon Campaign in 1991) and published "Hombres, poder, placer y cambio" (Men, power, pleasure and change). In 1992 in Nicaragua the feminist NGOs in Nicaragua (Puntos de Encuentro and Cantera) began to integrate gender and masculinities into their programming.

and boys but not necessarily from a feminist perspective. Some that take a "light" approach to modifying some aspects of masculinity (for example roles) without challenging engrained inequalities, power and privilege, and others that are explicitly and unapologetically anti-feminist and whose rhetoric often projects men as the victims of feminism. Their existence and growing influence makes the MEA even more relevant.

The particular relevance of the MEA in relation to engaging men and boys for gender equality is witnessed in its unique potential to contribute to:

- influencing policy at all levels to ensure that a "gender and masculinities" lens is applied;
- enhancing the quality of work being carried out to engage men and boys for gender equality by promoting 'best practice' through its vast network of member organisations in all parts of the world;
- promoting an intersectionality approach to engaging men and boys for gender equality, bearing in mind the diversity of member organisations and of the populations with whom they work;
- scaling up and expand work on engaging men and boys for gender equality to influence changes not only in individual men through small projects but also in societal institutions, through evidence based advocacy;
- developing dialogue and partnerships with women's right's organisations to ensure that engaging men and boys is carried out in compliance with feminist principles and using gender-transformative strategies and methodologies;
- adopting (pro)feminist approaches that, through work with men and boys, contribute to the empowerment of women and the realisation of their rights;
- taking a stance against and counteract the positions of conservative organisations of men who are anti-feminist and pro "men's rights".

To enhance its relevance and contributions to engaging men and boys for gender equality, it is important that the MEA continues to prioritize accountability, to partner organisations and in general to the wider women's rights, gender equality and social justice movements, including prospective donor organisations. In doing so it needs to consolidate a clear political agenda and identity and project its unwavering commitment to women's rights and gender equality through concrete actions (on the "hard" as well as the "soft" issues), that enhance its credibility as a key player and relevant partner in the quest for gender equality.

Simultaneously, the MEA needs to strengthen vertical and horizontal relationships between members and strengthen internal accountability mechanisms and transparency. While nurturing diversity, in its broadest terms, it is also important to ensure that members who speak in the name or under the umbrella of the MEA adhere strictly to the Principles and Code of Conduct, for which adequate mechanisms need to be developed at country, regional and global levels.

3.3 VALUE FOR MONEY AND RISK MANAGEMENT

3.3.1 Value for Money

Setting up an organization is a complex process, even more so for networks of the nature of the MEA. The Sida grant has provided the necessary start-up resources to the MEA, to enable it to grow in the face of multiple challenges, and to establish a GS that consists of a very energized and highly professional and committed team and consolidate a vibrant GB. , Despite a series of initial obstacles (e.g. staff turnover) and restrictions, the GS has proven itself to be responsible, ethical and concerned with making the best use of available resources.

As mentioned previously, many of the activities contained in the Sida proposal and promised outputs did not have specific budget allocations for their implementation. In spite of that fact, the MEA has been able to deliver on nearly all the promised activities – including by pooling resources from the membership. In some cases, there has been a shift in focus, as a result of a deliberate process of better understanding roles and responsibilities of different layers and aspects of the international governance structure, for example, GS as a broker rather than a trainer/capacity-builder.

The MEA has successfully strengthened its internal organisational structure, giving it the potential needed to focus increasingly on effectiveness, impact and to further enhance efficiency in an unprecedented context of opportunities and also challenges to demonstrate meaningful contributions towards gender justice by engaging men and boys (SDGs, 3rd feminist wave, backlash, shrinking democratic spaces…).

3.3.2 Risk Management

As part of the Sida proposal 2012-2016, the MEA developed an "*assumptions and risk map*" as part of the MEA Global Results Framework. In practice, 'assumptions' (as understood within a Theory of Change framework) were not included and, as such, three types of risks were identified: operational, financial and development. Similarly, for each assumption/risk, the level of risk (low, medium, or high) and its position in the logical framework (activity, output immediate outcome and, intermediate outcome) were identified as were proposals for "risk response and mitigation".

The assumptions and risk map, however, only began to be used by the GS of the MEA in 2015 when a risk management register was developed with mitigation strategies, as a key step in the organizational development of the MEA. The risk register includes 3 risk categories (network, human resources and financial), a risk scale of 1 (low) to 5 (high), the description of the risk and prevention and mitigate mechanisms.

In 2015, the highest risk score registered was a "5" (high risk) and was assigned to the risk of exchange rate losses: "*Exchange rate losses occur when the currency used for our grants loses value with respect to US dollars[13]*". To mitigate this situation 2 measures were proposed:

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[13] This was directly related to the fall in value of the Rand in South Africa in 2015, where Sonke held MEA funds in South African Rand.

- Grant-holder to open a dollar account
- Start process to register MenEngage as a US-based non-profit organization, able to raise/receive funding

The first of these was completed in November 2015 and since then all Sida funds have been received in this USD account. Likewise, the incorporation of the MEA as an NGO in Washington was finalized in the first semester of 2016. In the 2016 risk register a further mechanism was included to help mitigate the risk of exchange rate losses: "*Organizational Development plan created, to be implemented throughout 2016, enabling all requirements to be in place by the end of the year, in order to receive the next Sida grant*", and the risk value was reduced to "2".

Also in 2015, a medium risk score of "3" was assigned to 2 different risks. The first of these, described as "*Tensions with women's rights advocates and organizations*" was related to the risk that "*Women's organizations may disregard/isolate MenEngage based on the concern that work with men is diverting funding from women's organizations and/or that men's organizations are becoming too visible at the expense of women's orgs work*". The prevention and mitigation mechanisms identified to deal with this risk were:

- Actively promote dialogue with women's organizations to put issues on the table and work together on solutions.
- Active uptake of "harder/tougher" issues that are part of the women's rights and gender justice agenda – such as abortion, financing for civil society, and gender and climate change, including same transformative messaging and supporting of feminist causes.
- Include women's organizations and representatives on our governance board.
- Ensure that our support for women's movement is included in our advocacy efforts.
- Develop joint agendas and messaging with women's rights partners.
- Make sure our Accountability Standards are implemented among our membership

As has been described in other parts of this report, many of the above mentioned actions are ongoing concerns and activities of the MEA.

In 2016, the risk register was updated to reflect progress and emerging situations that had merited immediate attention, as described below.

- Joined the lobby and signed a letter with the WO=MEN Dutch Gender Platform to the Dutch Ministry of Foreign Affairs, to change the FLOW-II fund benchmark criteria and set expectations, which de facto excluded small and medium scale women's rights organisations.
- The "*Accountability & Partnership building blog series*" was launched in 2015, as a platform for dialogue, to organize e-dialogues and panel(s) including at the CSW.
- Women from women's rights organisations as well as SRHR and youth representatives (WILPF, Breakthrough and Advocates for Youth) were brought on to the GB and in coordination with them, joint panels and pilot activities were organised with them at country and regional levels.
- The "*Accountability webpage*", established in 2015, was improved by adding external resources and further dissemination of the page.

No change was made, however to the risk of facing t*ensions with women's rights' advocates and organizations* which, in 2016, remained at "3". This is understandable given the complex and dynamic nature of this risk; so while some manifestations of the risk were placated, new manifestations of challenges and risk emerged, keeping the intensity level of the risk the same.

The second risk that was allocated a score of "3" (medium risk) in 2015 was described as "*Conflicts of interest*" and expressed that "*Interests of member organizations may conflict with wider network goals, resulting in tensions or competition for resources, staff and leadership on work-related issues*". The mechanisms identified to prevent and mitigate this risk were:

- Establish HR committee in the Global Board tasked with aligning member and network goals: Committee established in 2015, mechanisms to be further developed in 2016
- Establish clear communications processes and practices to resolve conflict, including clarification of expectations and mediation if need be.

No modifications were introduced to these mechanisms in 2016, which would imply that the progress of the HR committee has been slow.

In relation to risk factors that were assigned a score of 2 or less in 2015, no changes were made in the level of estimated risk in 2016. However, the following additional prevention and mitigation measures were included.

Risk/category	Description	Prevention and mitigation measures (additional)
Threats to reputation and credibility (network)	Organizations or individuals affiliated with MenEngage at national, regional or global levels violate our Code of Conduct, engage in criminal acts, or in questionable ethical behaviour.	• Standardize the procedure for MenEngage membership sign-up, to be ready by the end of 2016
Performance (human resources)	MenEngage Global staff (or regional leaders with global financial support) might fail to deliver according to expectations.	• Staff appraisal and performance review procedures established in 2015, continue to implement in 2016 • In 2016, enhance communications and accountability among Global GS coordinating staff, and regional/national network coordinators.
Misuse of funds (financial)	MenEngage representatives who administer our funds use them for other purposes than those agreed upon with donors	• Finance Committee in the Global Board was established in 2015. Mechanisms to be elaborated in 2016. • Adhere and support anti-corruption and fraud policies in place by our fiscal agents: to be developed in 2016
Ability to diversify funding sources (financial)	Dependence on a single donor may put MenEngage in a vulnerable financial situation and risk our financial sustainability.	• Increase capacity to submit fundraising proposals: this is a priority task of the Global Secretariat and Fundraising Committee for 2016 • Support regional networks' fundraising efforts: to be improved with the new MenEngage Global Networks Manager, starting in January 2016.

In synthesis, the MEA has made commendable progress in monitoring and mitigating risks related to performance, human resources and financial management

procedures. In the future the same model can be adapted to be used to manage assumptions.

3.4 SUSTAINABILITY (OF RESULTS & PROCESSES)

A number of factors, if they continue to be developed and consolidated, constitute important contributions to the sustainability of the MEA as a global alliance /network are:

- The progress made in recent years in relation to the strengthening of the organisational and governance structures that have shifted the MEA towards a greater sense of collective ownership, shared responsibility and democratic leadership.

- The establishment of a professional, dynamic GS, with the relevant experience and necessary skills to implement the strategies of the MEA and guarantee high performance levels.

- The building of consensus within the MEA of a vision and mission that clearly expresses the MEA's *raison d'être*, ideological positioning and political identity as a (pro) feminist global network of diverse organisations from around the world who work to transform harmful masculinities.

- The development of communities of practice that build on the aspirations, experiences and needs of all of the member organisations, that allow their knowledge and experiences to be shared widely and enhanced for diverse settings and that enables synergies to develop between members at different levels.

- The disposition to work in partnership and alliances with women's rights organisations, respecting their spaces and leadership in the quest for gender equality and listening to their needs and demands, as well as with other social justice and human rights and development organisations and movements.

A major risk to sustainability of the MEA – specifically for the GS, operations and linked to the GB - is its dependence on funding on one single donor (Sida) in order to cover the core costs of its operational and programmatic components. In the same vein, the limited funding sources available for networks like the MEA and the fierce demand for those funds, creates unwanted and uncomfortable competition between the MEA and its own member organisations as well as with women's rights organisations, adding to the sustainability challenge that the MEA faces.

The development of a diversified financial strategy will benefit from a clear vision of the change(s) the MEA seeks to being about, the pathways to be pursued towards achieving these changes and clarity vis-à-vis MEA's added value. This will also enable different "entry points" to access funding opportunities while maintaining the strategic and political focus. It will also help "convince" members to pay a membership fee and will broaden opportunities for strategic alliances and joint initiatives. A diversified funding strategy also requires "thinking out of the box" that typifies development organisations and exploring alternative sources of funding, for example linked to corporate social responsibility and crowd funding.

Similarly, in order to strengthen and consolidate the regional and country networks, dependence on the voluntary contributions of the Regional Coordinators represents a risk for the sustainability of the MEA. At the same time, however, the establishment of salaried positons at the regional level could have unwanted negative effects in relation to the spirit of the MEA as a network, and could contribute to the establishment of hierarchies.

> *"It's possible to fund coordination roles in 2 ways: a) negotiating with the regional coordinating organization, and assigning funding for a separated, specific coordinating role; b) allocating a percentage of the funds for the GS to fund/subsidise regional coordinators. We can also empower member organizations at the regional level to raise funds to be able to pay for a regional coordinator. Funding proposals at the regional level must include this aspect (e.g. in Europe). We can't have coordinating the MEA Region who is already dedicating 100% of his/her time to his/her own organization. We should work towards similar structures in all the regions. To be sustainable, the regional networks (end eventually each country network) need to access and manage their own resources"*

4. CONCLUSIONS AND RECOMMENDATIONS

4.1 CONCLUSIONS

- The implementation of the Sida proposal (2012-2016) marks a much needed transition phase for the MEA. This has been characterised by in-depth changes in leadership, structure and identity (for many years characterised and significantly determined by the charismatic, visionary, dedicated and effective leadership of 2 key founder members) that have set the foundations for a new "chapter" of the alliance as an independent, inclusive, collectively owned and representative network.

- Within the MEA there is consensus about the importance of the changes that have taken place and their contribution to achieving greater institutionalization/professionalization and more efficient operating models, as well as recognition of the efforts and achievements, to date, of the past and present staff of the GS.

- Similarly, there is a general predisposition (GS, GB, RCs, member organisations) towards mutual collaboration and further development of an enhanced and systemic political and strategic approach for the MEA, that includes continuing to disentangle internal power relations, diversifying representation and leadership, fine-tuning roles, responsibilities and decision-making procedures (at all levels) and strengthening the interconnectedness between the different levels of the MEA.

  "It´s been a long journey, with ups and downs, overall we are on the right path. The journey was necessary…"

- The importance of the "journey" and the focus on internal issues, during this phase, is understandable and has been necessary. It is important, however, that the MEA takes a qualitative leap forward in the coming years towards producing outcomes that contribute to long-lasting political and structural changes and sustainable transformations in damaging social and gender norms. Developing a Theory of Change for the MEA, strengthening its operating model and the roles of all key actors need to be ongoing processes and are, to a certain extent, a prerequisite for enhancing the future effectiveness and efficiency of the MEA, in its role to transform masculinities and thereby contribute to gender justice. In doing this, it is important that the MEA resists pressures to operate as a conventional project-oriented NGO that focuses primarily on results and outputs.

- It is important to highlight, however, that "form follows function". Thus, greater clarity on the mandate, political role, positioning and strategic approach of the MEA is a pre-condition to refining and implementing the corresponding structures, methods and processes. Furthermore, the inexistence of a Theory of Change and the use of the "Logical Framework Approach" (more suited to short and medium term projects) make it difficult to articulate the best strategic and operational model to achieve the changes the MEA expects to achieve and to monitor underlying assumptions. In effect, the transformations desired by the MEA, in different domains and at different levels, are not clearly expressed. Similarly,

competing ideas in relation to the identity of the MEA – a movement, a community of practice, an alliance, an NGO – (although less pronounced than before) continue to circulate. Each one of these supposes the need for distinct approaches, organisational structures and strategies.

- There is consensus about the need to focus on strengthening the regional level during the next MEA implementation phase (2016-2020), to enhance bottom-up participation and ownership, as well as to "capitalise" member organisations' work and strengthen evidence-based advocacy. However, beyond "common sense" and empathy for these inclusive ideas, it is also important to envision them within the global model, clarifying how the latter is expected to work and the cause-effect relations, whilst clearly articulating the "pathways for change" that the MEA will pursue. This includes building consensus on how the strengthening of regional networks is expected to enhance the potential contribution of the MEA to transforming patriarchal masculinities and power relations.

- Furthermore, a challenge, and potential dilemma, remains to be solved in terms of finding a balance between an inclusive participatory model and the need for efficient mechanisms that allow decisions and timely, well-informed responses to be made to opportunities and unexpected situations that require a stance and potentially also action. The added value of the GS and GB requires some more precision but this will also emerge from practice.

- An important step forward, in terms of political clarity and accountability, was made during the board meeting in Stockholm June 2016, with the definition of draft Vision and Mission statements that are strongly pro-feminist, focus on transformation and explicitly address gender power issues. The difficulty, remains, however, in how to translate such statements into a systemic, integrated strategic approach and operational proposals; the trend observed by several actors is to return to the "comfort zone", leaving a gap between the narrative, the mid- and long-term aimed transformations and the planning processes.

- In recent years, the MEA has attained key achievements in building partnerships with women's rights organizations and in relation to "accountability". Some concerns remain, however, in relation to a number of issues: a) the importance of a clear political stance that is coherently and consistently reflected at all levels of the MEA; b) the achievement of concrete contributions to women's struggles and rights; c) the intrinsic power issues and dilemmas that emerge as a result of the MEA's greater visibility and access to powerful and prestigious spaces, d) the chance for small feminist/women's rights organisations with funding restrictions to participate in MEA decision-making spaces and access resources and equal opportunities.

- The MEA needs to further address several a couple of critical issues by, and position itself politically on these. The first is adherence to/endorsement of "light" initiatives – by action or omission – that focus on 'men's involvement' but that do not necessarily integrate a gender transformative approach, (for example as fathers, as recipients of SRHR services, as protectors of women, as occasional participants in reproductive work). Another is the increasing presence of right-wing, conservative "men's rights defenders". It seems important to expand the accountability concept to address such expressions and movements that are

contrary to the MEA essence and objectives. This implies clarifying, differentiating and evidencing the added value of the MEA but this, in itself, is probably not sufficient. A specific strategy and actions might be needed to effectively countervail such harmful positions.

- Affirmative actions have contributed to the inclusive representation on the GB of LGBTQI and youth organisations and progress is also envisaged in the development of a more inclusive narrative. Challenges remain, however, in terms of embracing diverse men with diverse masculinities, (as well as diverse cultures, ethnic and racial backgrounds, diverse sexualities, diverse women and diverse organisations), in terms of participation, and a key pending question is on how to further make partnerships with diverse social organizations and movements more "meaningful". This implies dialogue on how men's diversity (inequalities and different access to and use of power and privilege) is perceived and integrated into the hypothesis about how change towards gender justice will happen, MEA's specific role, contribution and assumptions (Theory of Change), and on how LGBTQI, youth etc. are mainstreamed and explicitly addressed in the political positioning, objectives and strategies of the MEA.

- The "State of the Field" meeting in Stockholm in June 2016 emphasised that "*The framing of particular issues is crucial. There is a need to strengthen and agree upon our framing of issues and the language we use*". The establishment of thematic working groups, therefore, on shared interests allows the MEA to capitalise the rich experience of members, avoiding dependence on the GS for the framing of themes. To date, however, the thematic working groups remain circumscribed to a small group of members and partners. Furthermore, questions and challenges remain in relation to how thematic priorities are defined, what to do in relation to emerging issues, how advocacy agendas are agreed upon and how to guarantee an integral and inter-sectoral approach. Consequently, an important challenge remains in terms of how the different themes are approached; a clear political stance, ethical, political and strategic coherence within a transformative perspective must be consistently and coherently reflected in the objectives, approaches and specific topics addressed in each thematic group. The relevance and potential contribution of a specific theme to the MEA's Mission, Vision and objectives, articulated to evidence, interests and expertise of its members, should be the main criteria to prioritize a specific agenda.

- While the formal membership of the MEA has grown to about 700 members, the day-to-day communications, dynamics and decision-making of the MEA remain circumscribed to a much smaller core group of organisations and actors, at global, regional and country levels. The inscription process is online-based, and limited to a formal adherence to the MEA's Code of Conduct and Principles and approval at the regional level, although this does not always seem to function as efficiently as it should. Whilst this mechanism endeavours to ensure that prospective members share the vision and mission of the MEA, its application could also be affected by intra-regional power dynamics between diverse organisations. Follow-up mechanisms, clear participation channels and the benefits and responsibilities of being a member are not clearly established. Consequently, the sense of belonging and ownership is quite weak and there is consensus among the different actors about the need to move from numbers to "real" membership and network building through quality strategic contributions, greater involvement,

responsive participation, representation and strengthened ownership. Some key actions refer to mapping & "knowing" the member organisations, clarifying rights and obligations, establishing follow-up and internal accountability mechanisms and strengthening the regional and national levels as well as the different vertical and horizontal linkages and participation mechanisms that will create/strengthen global adherence. This all may imply the need to define and manage different kinds, forms and levels of memberships (beyond organisational vs. individual memberships) to respond to different expectations, diversity, and also to ensure equity and equal opportunities.

- To assess clearly the effectiveness and impact of the MEA, a clear Theory of Change needs to be in place, including the identification of key assumptions that need to be constantly scrutinized. Despite this limitation, some important results have been evidenced particularly in relation to advocacy actions. The 2014 Delhi symposium also represents a milestone and a high point in the recent history of the MEA. The convening and influential role and potential of the MEA became evident and fully acknowledged. Other strategic pillars that refer, in essence, to the networking nature of the MEA – advocacy, capacity strengthening, communication and more recently accountability – also reflect improvements and some interesting and important results, but important challenges remain in order to enhance effectiveness and impact.

- Greater emphasis needs to be placed on the particular ways in which a network operates and how it defines its process, performance and impact. In doing so, care should be taken not to fall into the 'trap' of functioning like an NGO, within a logical framework, short/medium term results oriented tradition. The development of a Theory of Change for the MEA will enable a clearer vision of the "bigger picture" to emerge and of the longer term and deeply rooted transformations that should be aspired to, as well as being able to clearly trace the pathways for change the MEA needs to pursue to achieve these. Whilst doing so, it is also important that emphasis is put on the nature of the MEA as a network, fostering processes of strategic activism at all levels, even when, for operational reasons, it is sometimes necessary to function as an NGO, within the logic of the "development paradigm".

- Beyond a more articulated, interrelated approach to the different strategies, the need to include a knowledge management strategy that captures the basic idea of a network, bottom-up processes and evidence-based advocacy, has become evident. Many definitions and approaches to knowledge management can be found but the proposed approach entails a political perspective beyond simple knowledge exchange. The idea is to aim for bottom-up, evidence-based advocacy and policy influence based on members' on-the ground experiences. This perspective is a combination of two key images that different actors have about the MEA: as part of a wider movement for gender and social justice and as a community of practice. Furthermore, KM also entails capacity building (that can be operationalised at regional and country levels) based on inspiration, replication and reflection detonated by other experiences.

- The strategic and operational plans of the MEA are designed with much attention to detail and efforts are made to adopt a participatory approach than enable GB members and other key advisors to contribute to their conceptualisation and to

the prioritisation of approaches, strategies and themes (particularly in strategic plans). Much progress has been made, too, in the collective construction of the MEA's strategic framework, although less so in relation to the development of a Theory of Change. Similarly, the elaboration of a "Results Framework" enables the monitoring of activities, outputs and outcomes to take place in a systematic fashion (though not always systemic) and modifications to be made in operational plans as needed. The "Risk Register" tool that has been updated and utilised in recent years facilitates the mitigation of previously identified risks and is a practice that in the future can also be applied to the assumptions upon which the strategic vision is built. The relatively small size of the GS makes planning and monitoring a relatively straight forward exercise. With the integration of new staff (the separation of the Global Coordinator/Advocacy Manager post into 2 separate ones, is currently under consideration), however, and increased collaboration with the Regional Networks, the planning, delivery and monitoring processes will become more complex. This underlines the need for the development of a Planning, Monitoring and Evaluation (PME) system with clearly defined performance, process and impact indicators that are relevant to the nature of the MEA as a network.

- While formalization and ongoing institutional changes imply crucial steps towards sustainability, important and multi-faceted challenges remain if the sustainability of the MEA is to be boosted. In general, these relate to: organisational structures, leaderships and coordination mechanisms, membership, participation and ownership and PME, including financial planning and management.

- The transition period experienced by the MEA in recent years has undoubtedly contributed significantly to the strengthening of the MEA's internal structures and capacities, especially those at the global level, that given the nature of the MEA as a network will continue to be the subject of systematic reengineering in the future. It is of vital importance, however, that the MEA, in the immediate future, taps into the unique potential that it has to position itself politically, at the global, regional and country levels, and step up to the many strategic and operational challenges inherent in that. By the end of its next strategic period, the MEA should be established clearly as an unequivocal partner and ally of women's rights and feminist organisations not only within the "development paradigm" but also, and most importantly, within the "political/ideological paradigm".

4.2 RECOMMENDATIONS

THIRTEEN KEY RECOMMENDATIONS

1. **A Theory of Change to ensure deep-rooted transformation:** Based on the recently defined Vision and Mission statements, and considering *"Transforming our world: the 2030 Agenda for Sustainable Development"*, undertake a participatory process to build a Theory of Change that delineates the pathways envisioned to achieve the expected social changes and explicitly addresses the underlying assumptions. The Theory of Change should also clarify the specific role and contribution of the MEA as a network and be the basis to move towards an integrated, systemic strategy approach that is more outcome and impact oriented. In addition, the MEA could promote a Theory-of-Change approach among member organisations (flexible and adapted to the particular characteristics of the organisations), to motivate and strengthen reflective, learning-oriented and strategic practice that enhances the clarity, results, efficiency and sustainability of initiatives to engage men and boys in gender equality.

2. **Form follows function:** The hypothesis of how change will occur and the corresponding strategies, together with all the changes implemented so far, should guide further modifications and consolidation of the MEA structure, specific roles and responsibilities, networking and participation mechanisms. While a general recommendation is to continue and deepen the transition process as a collective construction that strengthens and recovers the interests of the regions and allows a balanced and interconnected body between the national, the regional, and the global, it is important to ensure that strengthening of regional is addressed as a strategy to enhance the potential contribution of the MEA to transforming patriarchal masculinities and power relations.

   Furthermore, a challenge and potential dilemma remain to be solved in finding a balance between an inclusive participatory model and the need for efficient decision-making mechanisms that allow timely responses to opportunities and unexpected situations that require a stance and potentially also action. It would be useful to undertake a quick scan of other similar-in-kind global networks to analyse their governance models (possibly including their membership strategies and conditions), best practices and lessons learned, as the basis for informed decisions to further develop and strengthen the MEA network and governance model.

3. **The 3 key "PS" - Power, Politics and Privileges:** Avoid depoliticisation – often an unexpected consequence of enhanced institutionalization and formality- and keep focus on power and privileges, as key issues and lenses to "work beyond projects", guide planning, prioritize strategies, approach thematic analysis and define external positioning. Address internal power issues and relations in leadership patterns, North-South relations, diversity, internal culture, hierarchies, and inequalities between organisations.

4. **The politics behind the topics - Towards an inter-sectoral and flexible thematic approach:** On one hand, it is important to develop clear and more inclusive mechanisms and criteria for the thematic prioritization that enable members' involvement and "capitalization" of interests and existing expertise, as well that allow timely responses to hot topics and promote transformation-oriented innovation. It is thus important to keep a few ongoing thematic priorities but also have space for new, emerging issues. It is also important to address the structural barriers that maintain inequality and injustice at large and to keep the political lens when approaching specific topics: "To connect specific agendas with larger structural agendas" and "making the work more political". Mainstreaming a "feminist masculinity lens" in the analysis of different topics is also an important contribution and the MEA could think of developing a tool to contribute in this direction.

5. **"Meaningful partnerships" within meaningful diversification:** Increased diversity and the search for consensus can lead to greater depoliticisation, but at the same time that diversification without political clarity of purpose can lead to unfulfilled expectations, frustration and unexpected negative effects. Establishing partnerships is a political decision within a specific Theory of Change and actors' analysis, and the MEA needs a strategy and methodology with clear criteria to prioritize, build and manage (maintain, strengthen, exit…) alliances with different actors and sectors. It is also important to embrace a wide spectrum of potential partners at all levels (national, regional, global) based on affinity- and complementarity-focused alliances, and also open spaces to establish dialogues with critical, opposition voices.

6. **From quantity to quality - membership strategy:** Move from quantity to quality membership through a differentiated, equity focused "membership strategy" that, based on clear "rights and obligations" and on keeping each other informed and accountable, takes into account the different characteristics, expectations and needs of the members (mapping exercise), establishes different kinds/levels/forms of possible memberships, includes affirmative actions, strengthens linkages, communication, exchange and participation channels to strengthen global adherence, encourages and supports greater involvement of members in global advocacy and action.

7. **Decentralization, democratization and co-responsibility:** Strengthen participation, commitment, ownership and co-responsibility at all levels is an overarching recommendation, also to address current work overload of the GS. Some concrete recommendations to operationalise this are to:

    i. Clarify roles, rights and responsibilities at all levels; one example is to clarify and strengthen the role and responsibilities of board members in relation to fundraising;
    ii. Independently of its formal definition as an NGO, make clear the distinctive goal and role of the MEA in relation to its members. The MEA is the space

for collaboration, joint efforts, having a collective voice, etc. which is different from the goal and role of its members.

    iii.   Strengthen the different levels, but particularly governance and networking linkages; for example, it is important that the GB-HR working group more pro-actively supports the GS team manager in HR monitoring and decision making;

    iv.   Complement the strengthening of formal, established co-responsibility roles and mechanisms with more "flexible co-responsibility" linked to strategic management and the capacity to "respond" to context; for example, mobilizing groups around specific opportunities has shown a good response and positive results.

    v.   Apply equality and equity principles and strategies to ensure pertinence, diversity awareness and equal opportunities. This could imply, for example, affirmative actions to support/strengthen some regions and/or organisations, as well as specific strategies or actions to address other internal imbalances and gaps in terms of capacities, and opportunities; funding to ensure some "new" organisations are able to participate in global events; funding to enable that smaller women's organisations can participate in important MEA decision-making events.

    i.   Nourish - at all levels- democratic, facilitating and inclusive styles and models of leaderships, aware of power-issues.

    ii.   Involve more board members in taking leadership e.g. in committees, working groups.

    iii.   Boost working groups, involving other organisations with specific areas of expertise

    iv.   Further develop "accountability" and awareness mechanisms to ensure ethics, quality and feedback

    v.   Consider moving the GS from Washington to another part of the world, maybe rotate. Could be based in a women's rights organisation.

    vi.   Promote and strengthen broader and deeper regional and national representation.

    vii.   Motivate member organisations to integrate "participation in the MEA" in their planning, ensuring time allocation and – potentially also – resources. This is particularly important to support regional leadership and coordination. A key related assumption is that being a member and participation in the MEA is seen as a "valuable investment".

    viii.   To consider "internal redistribution" of funds in the possible funding strategy to enhance performance, co-responsibility and sustainability; for example, if membership fees are agreed, a percentage of the collections could be for the corresponding region.

8. **From the "what" to the "how" in accountability:** One big challenge is to be aware and respond with sensitivity and creativity to the power issues, and the concerns that prevail among various feminist and women's rights organisations and that harm trust relationships. This implies, on one hand, transparency, strong self-awareness and reflective capacity, addressing uncomfortable issues, and a consistent analysis of some difficult to detect and unexpected forms of power relations and even violence (e.g. symbolic violence) that can result from "well-

intended" actions. This also includes the possibility of eventually considering humbler – and maybe even more political and accountability-responsive- ways to express support: just to say "we stand for" can sometimes be better than the MEA having a voice of its own, with a visible, protagonist and powerful role. It is also important to consider that different organisations require different strategies and to expand the accountability concept to address expressions and movements of men that are contrary to the MEA essence and objectives.

9. **Knowledge management at the heart:** Develop a knowledge management strategy that captures and capitalizes the essence and richness of a network with 700 organisations, articulating knowledge and action. A knowledge management strategy that democratises access to knowledge, captures the basic idea of a network, fosters bottom-up processes and nourishes evidence-based advocacy, considering and even promoting less traditional, experience-based and bottom-up ways of generating and collecting evidence (e.g. systematization and dissemination of promising/best practices, processes of action-research). A KM strategy that represents a powerful combination of being part of a movement and a community of practice. Furthermore, KM also entails capacity building based on inspiration, replication and reflection detonated by other experiences.

10. **There is no network without communication:** Based on previous strengths and improvements, design a consistent, crosscutting communication strategy and ensure an adequate infrastructure that feeds and supports the other strategies, promotes networking, strengthens advocacy, enhances accountability and transparency, contributes to greater ownership and enhances visibility and positioning. Communication is a critical factor for effectiveness and success. The revamping of the website to include a membership-platform (already underway) and its use to mobilize the communications working group, are envisaged as crucial steps that need to be taken to enable a jointly owned communications strategy to be developed.

11. **Advocacy beyond:** Expand beyond the SDGs- an important umbrella framework to connect the themes, countries/regions/global and partners across constituencies – to potentially address other key issues less (explicitly) linked to the development agenda. Look for other advocacy spaces, topics; strengthen and interlink the national, regional and global advocacy efforts, making the efforts meaningful and effective. Also, expand, diversify and democratize representation and opportunities for exposure at global level, strengthening and empowering new voices and bringing to the scene evidence-based perspectives, best practices and proposals. Use the membership and the communication strategies to scan and "package" interesting and politically powerful cases, stories, evidence. If MEA branded campaigns are to be developed, start with the lessons learned from the past, ensure effective risk-management, and ensure the involvement, agreement and support of the majority of member organisations. More interesting perhaps is the idea to create collaborative campaigns with women's rights organisations.

12. **Enhancing technical, ethical and political capacities:** Develop innovative, global, overarching training and capacity building alternatives using new technologies. Evolve from a capacity approach to a competency-based approach that includes competences in "being, knowing and doing" – related to the Code of Conduct and principles. Link knowledge management to capacity building by connecting members and using on-the ground experiences, best practices and lessons learned to promote inspiration, learning, reflection and replication.

13. **Sustainability, the big word**: Sustainability is a complex challenge and it is important to address it integrally, using the actual strengths but considering the multi-faceted challenges that include:

   I. the need for further diversification of funding sources, including other donors, possible membership fees and alternative resource mobilisation strategies linked for example to corporate social responsibility;
   II. the consolidation of long-lasting though flexible structures and processes;
   III. the consolidation of a democratic and inclusive culture as well as effective participation channels to enhance ownership linked to co-responsibility;
   IV. the implementation of a viable management and financial model that – amongst others - effectively addresses the limitations of RC voluntary work;
   V. the strengthening of internal accountability and of monitoring mechanisms to measure effectiveness and efficiency;
   VI. the enhancement of evidence-based profiling;
   VII. effective risk management including addressing work overload of the GS;
   VIII. the development of permanent context monitoring mechanisms to scrutinize underlying assumptions.

5. ANNEXES

For a Consultancy to Conduct a Progress Evaluation of the MenEngage Alliance For the Period 2012 - 2016 (March 2016)

Overview

In order to assess the progress of the MenEngage Alliance during the period December 2012 –November 2016, the MenEngage Global Governance Board, represented by the MenEngage Global Secretariat, is seeking two external evaluators. The consultants will be tasked with determining the value-added and impact of MenEngage Alliance activities for the network's membership base and the broader field of engaging men and boys for gender justice, and highlight areas of improvement. We strongly suggest a team of consultants whose background is similar in geographic representation as MenEngage's. The MenEngage Global Secretariat is available to support matchmaking of two consultants, based on the expressions of interest we receive.

About MenEngage

The MenEngage Alliance is a global network of 700 civil society organizations working with men and boys for gender equality, organized in dozens of country networks across several regions of the world. It is a decentralized network consisting of global, regional and country-level branches.

MenEngage Alliance members work collectively and individually to advance gender justice, human rights and social justice in order to achieve a world in which all can enjoy healthy, fulfilling and equitable relationships and their full potential.

The MenEngage Alliance seeks to provide a collective voice on the need to engage men and boys in gender equality, to build and improve the field of practice around engaging men in achieving gender justice, and to advocate before policymakers at the local, national, regional and international levels.

Objectives of the Evaluation

The MenEngage Alliance is engaging in a final external evaluation of the implementation of the MenEngage Global strategic plan for December 2012 – November 2016, for which period MenEngage Alliance activities were funded primarily by a grant from the Swedish International Development Cooperation Agency (Sida). The overall goal of such activities, as defined in the MenEngage Alliance multi-annual strategic plan, is the following:

By 2016, the Global MenEngage Alliance seeks to contribute to bringing about greater gender equality around the world. It aims to do so by being a global, unified voice and network for advocacy, information-sharing and capacity-building for engaging men and boys in achieving gender equality. In order to do so it will have a fully staffed and functioning Secretariat, supported by multiple donors; and regional

MenEngage networks in seven regions who serve this same role as a global, unified voice for gender equality in their respective regions.

The main purpose of the evaluation is to assess the performance of the MenEngage Alliance's overall goals and objectives of the 2012-2016 strategic plan in relation to relevance, effectiveness, efficiency, impact, and sustainability.

In addition, the evaluation is a learning opportunity for the MenEngage Alliance, Sida and other donors. It is expected to yield concrete recommendations for improvement for MenEngage and suggested actions, if any, for both immediate and long-term implementation. As such, it is also intended to inform the development of MenEngage Alliance's next organizational strategic plan, for 2016 - 2020.

Proposed Activities for the Consultancy

The consultants will assist the MenEngage Alliance Global Board and Global Secretariat in developing appropriate questions and indicators, as well as an evaluation plan including timeline. Example of the kinds of questions to be considered are below, based on OECD/DAC criteria for evaluation[14], and measured against the goals and objectives of the 2012-2016 strategic plan. As MenEngage Alliance is a network, the evaluation will take into account the level of participation and sense of inclusivity members experience in the Alliance's initiatives at different levels. Answers should also address the lessons learned by MenEngage Alliance through our interventions.

Relevance:
- Are the activities and outputs consistent with the overall goal and the attainment of the objectives?
- Are the activities and outputs consistent with the intended impacts and effects?
- To what extent are the objectives still valid?

Effectiveness:
- To what extent were the objectives achieved, or are likely to be achieved?
- What were the major factors influencing the achievement or non-achievement of these objectives?

Efficiency:
- Were strategies and activities cost-efficient?
- Were objectives achieved on time?
- Were the strategies and activities implemented in the most efficient way compared to alternatives?

Impact, intended and unintended:
- What were positive and negative change as a result of the programme?
- What were the main impacts and effects resulting from the programme on the objectives?
- What real difference has the activity made to the key target groups?

Sustainability:
- Is the programme environmentally and financially sustainable?

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[14] http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

- Are the benefits of the strategies and activities likely to continue after donor funding has been withdrawn?

Methodology and Deliverables

The scope of work for the evaluation will consist of the formulation and implementation of an evaluation design for the Alliance, and the performance of e-mail and phone interviews with external and internal stakeholders. Specifically, it should include:

1. Document review, to be provided by MenEngage Alliance, including: the 2012-2016 Strategic Plan; Annual plans and reports; reports of board meetings and other key events; key advocacy, network building and communications materials;

2. Development and implementation of online survey with a sample of the MenEngage Alliance membership base;

3. At least 20 key stakeholder interviews, including representatives of regional networks, at-large NGO members, country networks, and UN representatives;

4. Attending a MenEngage Alliance Global Board meeting, as an important opportunity to have key stakeholders together and analyze the dynamics of joint activities within the network;

5. Writing final report and preparing a PowerPoint presentation;

6. Presenting results at a moment to be determined.

The final product of the consultancy will be a 25-30 page document presenting conclusions from the evaluation that include recommendations for future action and improvements for the MenEngage Alliance at the global, regional and national level. The report shall be written in English.

Conclusions, Recommendations and Lessons Learned

In the final report, the evaluators will offer conclusions, recommendations and lessons learned about the effectiveness, impact, relevance, ownership, sustainability and efficiency of MenEngage Alliance's global program. The final report should make it possible to establish:

- What interventions worked well and should continue.
- What interventions did not work well but should be strengthened.
- What interventions did not work well and should be discontinued.
- What new interventions are promising for the next strategic phase.
- A summary of key qualitative and quantitative achievements.
- What are the specific challenges ahead.
- What are specific recommended next steps.

Reporting and Communication

Throughout the evaluation process, the evaluators will remain in frequent contact with MenEngage Global Coordinator Joni van de Sand to report on progress and request any information or support needed to conduct the evaluation.

The MenEngage Alliance will undertake dissemination of evaluation results, including sharing the report or a summary with partners and donors.

Evaluation Team Qualifications

Qualified consultant/s with complementary skills and experience will be sought to conduct the evaluation. Qualifications include:

- Academic and/or professional background and experience in the fields of gender equality, advocacy and development programs in developing countries.
- At least 7 years of professional experience in conducting evaluations.

Annex 2.1 Proposed Methodology

Silvia Salinas Mulder and Patrick Welsh, 31st May 2016

INTRODUCTION

This document (deliverable 1) contains the proposed methodology for the progress evaluation of the MEA (2012 – 2016). It has been prepared by the Evaluation Team in the light of the review of the ToR and of the evaluation team's initial technical proposal (both in collaboration with the GS and reference group) and of the documentation supplied by the Global Secretariat (a pivotal activity of the first phase of the evaluation).

It includes the objectives of the evaluation, the proposed methodology and methods to be used, a table of actors and their projected participation in the evaluation (see appendix 1), an evaluation matrix (see appendix 2), and a table with questions for the different actors participating in phase 2 (see appendix 3)

A previous version of this document was reviewed by members of the evaluation Reference Group (Evaluation Committee) and discussed with the Evaluation Team, in order to reach consensus on the proposed methodology for the evaluation process, including the evaluation questions.

OBJECTIVES OF THE EVALUATION

1. To assess the institutional structure, coordination mechanisms, dynamics of participation, ownership, role and "identity" of the MenEngage Alliance, identifying strengths and weaknesses.

2. To assess the performance of the MenEngage Alliance's overall goals and objectives contained in its 2012-2016 strategic plan, with particular emphasis on and analysis of the level of implementation, relevance, effectiveness, efficiency and sustainability.

3. To identify lessons learned, good and best practices and underlying success factors, in relation to MenEngage Alliance's management, strategies, methodologies, activities, risk management and support provided by SIDA and other donors.

4. To assess impact in terms of the contribution that MenEngage has been able to make to shaping ideas, policies and plans re men's involvement in gender equality and gender justice, especially looking at relationships that have been built with UN agencies, International NGOs and the women's movement.

5. Based on the evaluation findings and the existing opportunities and threats, to maximize the potential contributions of the MenEngage Alliance to movement building for gender justice, make concrete recommendations for the improvement of the MenEngage Alliance's future immediate and long-term strategies and actions that can be taken into consideration in the development of MenEngage Alliance's next organizational strategic plan 2016 – 2020.

The evaluation team coincides with Núñez and Wilson-Grau (2003) that an international social change network strives to link local efforts with global processes and build a movement that modifies power relations by:

· Fortifying creativity and critical thinking through dialogue and exchange.
· Sharing strategies and deepening understanding between diverse actors in complex situations.
· Addressing global problems through knowledge of their local, national and regional contexts.
· Strengthening a union of local forces in a global process.
· Creating and reinforcing international consciousness, commitment and solidarity.

This understanding is crucial to guaranteeing that the evaluation approach will be appropriate and relevant to the specific nature of MEA as a network.

METHODOLOGY

The proposed methodology is primarily of a qualitative nature, designed to facilitate reflection and analysis by diverse sets of actors, in relation to the objectives of the evaluation. Quantitative methods will also be applied in order to analyse the effectiveness and efficiency of the activities promoted by MEA to achieve its desired results. Furthermore, an online questionnaire/survey will be applied to a wide number of member organizations and - potentially – to other key actors.

Triangulation of results/findings of different methods applied will be a key step to ensure reliability and credibility of the evaluation findings.

Methods

The participatory, "virtual" character of the evaluation is a determining factor of the types of methods that will be employed. During the 'fieldwork',[15] these will include:

- At least 20 personal and collective interviews (by skype of, when possible, face-to-face) with identified key informants, possibly including online focus groups;
- One online survey (Survey Monkey or similar) aimed at representatives of regional and country networks, and (possibly) individual MenEngage Alliance members, as well as other actors. Different levels of involvement will be considered when interpreting answers of different actors.
- At least 3 best practice studies from selected countries and/or regions (thematic or region based); the "Most Significant Change" methodology will be considered as an option to do this.

Additionally, the evaluation team will participate as "participant observers" during the Board meeting in June, (agreed previously with the Reference Group) to observe

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[15] All "fieldwork" will be carried out virtually through Skype calls, online surveys and email correspondence, except when circumstances allow for face-to-face interviews.

discussions on and analysis of key issues. This opportunity will also be used to meet with the GS, the Reference Group and potentially to interview directly some key actors.

Tools

The tools that the evaluation team will develop (e.g. interview and focus groups guidelines, online survey/questionnaire, guidelines for best practice studies, systematization and triangulation matrix), will facilitate the objective and critical analysis by individuals and collectively, in order to generate dialogue and discussion that will enrich the evaluation process and the results it aims to obtain.

Tools for phase 2 of the evaluation will be developed and applied during May and June 2016. Tools for phases 3 and 4 of the evaluation will be developed after the GB meeting (beginning of July 2016), to enable findings from phase 2 and inputs from the Global Board to be taken into consideration in relation to modifications to the methodology.

The types of tools developed for each category of key informant/actor will enable triangulation of the evaluation findings to be carried out.

The evaluation team will develop procedures and tools to process succinctly and analyse thoroughly the information and data generated by the initial fieldwork activities. This will include a quantitative and qualitative analysis and triangulation. Focus will be kept on the nature of MEA as a network and particular emphasis will be placed on identifying key recommendations, best practices and lessons learned to strengthen the strategic vision of the MenEngage Alliance and the design and implementation of its future interventions.

Mapping of actors and their role/participation in the evaluation process

The Evaluation Team has elaborated a map of the different actors who will be consulted during the evaluation process and which takes into account three sets of actors:

1. The internal organisational structures of the MEA: governance board, global secretariat executive, regional and country networks, advisory board (including CS organisations and UN agencies)

2. External organisations and networks (for example a sample of feminist organisations/networks and/or wider social justice groups selected in coordination with GS and CR who have knowledge of these) that will be consulted to gather their observations as regards the relevance and effectiveness of the MEA and the current strategic plan, and, if possible, to gauge their expectations of the future strategic direction of the MEA.

3. Donor organisations (SIDA and others)

The table contained in appendix 1 demonstrates the projected role/participation each actor will have in the different phases of the evaluation and the methods that will be used to consult with them.

During phase 2, focus will be on interviewing the internal organisational structures of the MEA at global and regional level, reaching between 10-15 key informants. Design and planning for each subsequent phase (3 & 4) will include a definition of the expected number of people/activities for each type of actor.

Evaluation matrix

The virtual character of the evaluation process requires the efficient and effective use of evaluation participants' time. As such, the evaluation team has used the evaluation questions contained in the ToR as a springboard to develop an evaluation matrix (see appendix 2) that integrates the proposed OECD/DAC framework (Relevance, Effectiveness, Efficiency, Impact and Sustainability) as well as specific evaluation questions related to each of the evaluation objectives.

In applying the above mentioned OECD/DAC evaluation concepts, the evaluation team will adapt the following general definitions to the particular nature of an international social change network. This is of particular importance for the understanding and definition of Impact, but certainly applies to the general expectations and approach of the evaluation.

Relevance

The extent to which the objectives, strategies and activities of the MEA's SP have contributed to "*advancing gender justice, human rights and social justice to achieve a world in which all can enjoy healthy, fulfilling and equitable relationships and their full potential*"[16].

Effectiveness

The degree to which the MEA's has accomplished its strategic objectives and goals, and achieved its outputs/outcomes/expected results.

Efficiency

The extent to which the MEA has maximised its use of human and material resources (time management, cost effectiveness) to implement its processes and achieve its desired results in optimal ways.

Sustainability

The degree to which the processes initiated and results achieved by the MEA's SP (for example through policy development, advocacy, capacity building, dissemination of knowledge) are likely to continue after financial and technical support ends.

Impact

The extent to which MenEngage has influenced ideas about men's involvement in gender equality and gender justice. This, "accepting that rarely will these be directly

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[16] Taken from MEA "Who We Are" statement: http://menengage.org/about-us/who-we-are/

related to the activities of the Network, frequently the results will be collateral and unintentional, and almost always they will be the result of a broad effort with other social actors".[17]

The evaluation matrix has been used to develop a further matrix to cross reference the specific questions to be put to particular actors for phase 2 (see appendix 3), linked to their role and participation in the MEA and/or knowledge of its strategies, activities and results.

These, in turn will inform and facilitate the elaboration of the evaluation tools to be implemented with each of the different actors in phases 3 and 4 of the evaluation.

THE PHASES OF THE EVALUATION PROCESS

The evaluation team will ensure close coordination of the evaluation process with the Global Secretariat of the MEA, and the "reference group" (evaluation committee) made up of Secretariat staff and other key members (for example Board members, Regional coordinators and/or founder members) to guide and support the process. The formation and role of the reference group will be discussed and agreed upon at the beginning of the evaluation process.

Phase 1: Elaboration of the methodology for the evaluation process (25/04 – 20/05 2016; 8 days)

a. **Review of ToR** to clarify the scope of the evaluation, discuss the process to be implemented and the expected outputs. This will consist of a skype conference call between the team of consultants, members of the MenEngage Alliance Secretariat and Board (if considered relevant). This will enable a shared understanding of the evaluation, its purpose, scope, tools and outputs

b. Activation of **reference group** (evaluation committee) with members of the Global Secretariat, Board and key players from regional and country networks – to accompany and guide the process of evaluation. The precise role of the reference group during each phase of the evaluation will be discussed on its initiation.

c. **Documentation review and analysis** – of all MenEngage Alliance documents relevant to the process of evaluation. This includes but is not limited to the MenEngage Alliance Strategic Plan (2012-2016), and previous strategic plans (including specific thematic, regional/country based and/or output related strategies), internal and external evaluations, implementation plans, M&E systems, policy documents, internal management and financial and administration procedures/guidelines[18], reports to donors, publications and other reports.

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[17] In their paper titled "Towards a Conceptual Framework for Evaluation International Social Change Networks" (2003), Martha Núñez and Ricardo Wilson Grau assert that "*it seems to us the most objective criteria is maintained by authors who argue that the best guarantee of impact in a Network is the relevance of its strategies and their coherence with the activities. That is, perhaps the closest we can get to understanding the impact of a Network is by evaluating its performance*".

[18] This is not a financial audit, but a critical analysis of how the administrative /financial systems have influenced implementation, effectiveness, efficiency, sustainability.

These will be reviewed initially by the evaluation team, to build up a picture of the mission, vision, strategic areas of work, governance and network structures, participation and activities of the MenEngage Alliance, as well as an idea of strengths, weaknesses, opportunities and threats at different levels, and to inform the elaboration of the conceptual-methodological proposal for the evaluation process.

d. **Elaboration of proposed methodology** for the evaluation process.

The proposed methodology (contained in this document) will be prepared by the evaluation team by the 13th May, discussed with the reference group on Thursday 19th May for its enrichment and improvement and agreed on by the 20th May. This will enable the design of specific tools (initially for phase 2 of the evaluation) and field work to begin on Monday 23rd May.

Phase 2: Primary focus on best practice, underlying success factors, strategies, methodologies and organisational structures) – information and data collection, processing, analysis and draft report (16/05 – 30/06 2016)

Phase two of the evaluation will consist of an initial stage of field work that, **from a global and regional perspective**, will focus primarily (on:

- the institutional structure, coordination mechanisms/processes, ownership, role and "identity" of MenEngage Alliance
- best practices and underlying success factors, in relation to strategies, methodologies, networking and organisational structures and support provided by SIDA and other donors and
- recommendations for the improvement of the MenEngage Alliance's future immediate and long-term strategies and actions, to be presented at the Board meeting at the end of June.

During phase 2 of the evaluation (stage one of fieldwork) the following activities will be carried out.

a. **In-depth individual and/or collective interviews** (c. 12-15 by skype) with:

- Members of the MenEngage Alliance Global Secretariat (to take place ideally before other interviews): Global Coordinator and Advocacy Manager, Networks Manager, Communications Manager, Networks Associate, others;
- Selected Global Governance Board members, (Past and present Co-Chairs; Regional Coordinators, other key actors) ensuring regional, sectorial, thematic and historical representation;

b. **Processing and analysis of information and data**. The evaluation team will develop procedures and tools to process succinctly and analyse thoroughly the information and data generated by the initial fieldwork activities.

c. Participation of the evaluation team in the **MenEngage Alliance Global Board Meeting** at the end of June as observers, and to carry out meetings and interviews.

d. **Face-to-face meeting with GS and Reference Group** during the MenEngage Alliance Global Board Meeting on completion of phase 2, to share and clarify first set of fieldwork findings and to complement information and analysis in relation to key areas of strategic interest (as inputs for the design of phase 3 of the evaluation).

e. **Elaboration of brief report on phases 1 and 2 by evaluation team.** (deliverable 2 – by 30th June)

Phase 3: Primary focus to be determined based on process and outcomes of Phase 2 (01/07/2106 – 30/09/2016)

Phase 3 of the evaluation will consist of a second stage of field work, analysis and data processing that will deepen analysis of the performance of the MenEngage Alliance's overall goals and objectives contained in its 2012-2016 strategic plan and results achieved. The information on this will have been captured during the first stage of field work, will be complemented by further data and analysis as the MenEngage Alliance continues to implement its strategies in the second half of 2016.

Phase 3 of the evaluation will also include consultation with country level networks and further in-depth analysis of emerging issues from phase 2, with all actors.

During phase 3 of the evaluation, the following activities are envisaged.

a. Design and execution of **online survey** (SurveyMonkey or similar) for general MEA membership (and possibly other actors), and subsequent analysis of findings. The design of the survey will be informed by the findings of phase 2 of the evaluation and will give MEA members at all levels the opportunity to have their voice heard and influence the future strategic directions of the MEA.

b. **Updating Global Secretariat on findings –** occasional skype meetings to inform GS staff of emerging issues and results, to facilitate reporting to Sida and development of new MEA proposals.

c. **Individual and/or collective interviews** (10 -12 by skype and possibly email) with:

- Members of the Advisory Group, (selected particularly UN agencies and CS Organisations)
- Selected Regional Committee members (ideally from all 7 Alliance regions);
- Key representatives of selected feminist, human rights and development organisations and networks (international, regional and country) with which the MenEngage Alliance maintains relations and coordination (to be suggested by GS and GB members and Regional Coordinators).

d. **In-depth analysis of secondary sources**

e. **Processing and analysis of information and data**

f. **Elaboration of draft and final report for Sida** - in order to comply with donor needs and facilitate elaboration of new MEA proposals to avoid gaps in future funding (deliverable 3)

g. **Preparation of methodology for phase 4**

Phase 4: Primary focus to be determined based on process and outcomes of Phase 3 (01/010/2106 – 16/12/2016)

a. Elaboration of **best practice studies** (no more than 3) from selected countries and/or regions, highlighting success factors and key lessons learned that can be applied throughout the Alliance. The selection of countries and /or regions will be informed by the findings of the stages 2 and 3 of the evaluation and will be carried out in conjunction with the Global Secretariat and Reference Group

b. **Review and analysis of updated information/documentation** - Ongoing in depth analysis of secondary sources, reports, evaluations, PME systems etc.

c. **Processing and analysis** of information and data

d. Elaboration of **final report** (draft, feedback form GS and RG – deliverable 4 by 16th December).

e. Preparation of **PowerPoint presentation** (deliverable 5 by 16th December, in English and Spanish)

f. **Presentation of the results and recommendations** of the evaluation to MenEngage Alliance Governance Board, Global Secretariat and Reference Group (possibly through GoToMeeting presentations).

DELIVERABLES

Deliverable #	DESCRIPTION	DATE
Deliverable 1	Proposed methodology with objectives, methods, timeline and evaluation matrix	27th May 2016
Deliverable 2	Brief report on phases 1 and 2	30th June
Deliverable 3	Report for Sida (draft, feedback form GS and RG and final report)	30th September
Deliverable 4	Progress Evaluation Report (draft, feedback form GS and RG and final report)	16th December
Deliverable 5	PowerPoint Presentation	16th December

MenEngage Alliance Progress Evaluation Proposed Timeline

The projected timeline for the execution of the evaluation is from the 25th April – 15th December 2016. Please see the table below for a breakdown of the expected time of each of the 4 phases of the evaluation and their respective activities.

The evaluation team and Global Coordinator will maintain close contact in order to monitor the number of days needed to successfully carry out the evaluation and the proposed deadlines, and agree on any modifications if and when they are needed.

Cost of the Evaluation

Daily consultancy rate: US$300.00

Total cost of consultancy: 65 days x US$300.00   US$19,500.00

MenEngage Alliance Progress Evaluation Proposed Timeline April – December 2016

MEN ENGAGE ALLIANCE PROGRESS EVALUATION PROCESS																									
ACTIVITIES	25/04	2/05	9/05	16/05	23/05	30/05	6/06	13/06	20/06	27/06	4/07	11/07	18/07	25/07	01/08	8/08	15/08	29/08	12/09	26/09	10/10	24/10	7/11	21/11	5-16/12
Phase 1: Elaboration of conceptual-methodological proposal for the evaluation process (25/04 – 20/05 2016)																									
ACTIVITIES	25/04	2/05	9/05	16/05	23/05																				
✓ Review of ToR																									
✓ Setting up of reference group																									
✓ Documentation review and analysis																									
✓ Elaboration of proposed methodology (deliverable 1)																									
✓ Consensus of proposed methodology (deliverable 1)					27/05																				
Phase 2: Primary focus on best practice, underlying success factors, strategies, methodologies and organisational structures) – information and data collection, processing, analysis and draft report (16/05 – 30/06 2016)																									
ACTIVITIES				16/05	23/05	30/05	6/06	13/06	20/06	27/06															
✓ Ongoing documentation review and analysis																									
✓ In-depth individual and/or collective interviews (by skype) with GS and GB members																									
✓ Processing and analysis of information and data																									
✓ MEA Board Meeting for observation, meetings and interviews									18-24																
✓ Elaboration of draft report on phases 1 and 2 by evaluation team. (deliverable 2)										30															
✓ Begin design of Online survey for MEA membership																									

90

Phase 3: to be determined based on process and outcomes of Phase 2 (01/07/2106 – 30/09/2016)

ACTIVITIES	4/07	11/07	18/07	25/07	01/08	8/08	15/08	29/08	12/09	26/09
✓ Finalisation of design of Online survey for MEA membership	█									
✓ Execution of Online survey for MEA membership		█	█	█	07/08					
✓ Analysis of results of Online survey for MEA membership				█	█	█	█	█	█	
✓ Updating Global Secretariat on findings			22/07				15/08			
✓ Individual and/or collective interviews (by skype).		█	█							
✓ In-depth analysis of secondary sources		█	█						█	
✓ Processing and analysis of information and data							█	█		
✓ Elaboration of draft and final report for Sida /deliverable 3)									█	30/09
✓ Preparation methodology for phase 4										

Phase 4: to be determined based on process and outcomes of Phase 3 (01/010/2106 – 16/12/2016)

ACTIVITIES	26/09	10/10	24/10	7/11	21/11	5-16/12
✓ Individual/collective interviews and/or online focus groups	█					
✓ Elaboration of best practice studies from selected countries and/or regions (thematic or region based);	█					
✓ Review and analysis of updated information/documentation;						
✓ Elaboration of final report (deliverable 4)						16/12
✓ Preparation of PowerPoint presentation (deliverable 5)						16/12
✓ Presentation of the results and recommendations of the evaluation to MenEngage Alliance Board and Secretariat						█

Annex 2.2: Table/Map of Actors, their Projected Participation in the Evaluation and Methods to be Used

ACTORS	ROLES/PARTICIPATION IN THE EVALUATION/EVALUATION METHODS			
	PHASE 1: Elaboration of conceptual-methodological proposal for the evaluation process ✓ **(25/04 – 27/05** 2016)	**PHASE 2:** Primary focus on best practice, underlying success factors, strategies, methodologies and organisational structures) – information and data collection, processing, analysis and draft report **(16/05 – 30/06 2016**	**PHASE 3** To be determined based on process and outcomes of Phase 2 **(01/07/2106 – 30/09/2016)**	**PHASE 4** To be determined based on process and outcomes of Phase 3 **(01/010/2106 – 16/12/2016)**
Governance Board	1. Selected members will take part in the Reference Group (RG) to revise the ToR and to review and provide feedback on the evaluation methodology. *Methods:* ✓ *Skype calls* ✓ *Email correspondence* ✓ *Revision of documents and tools prepared by the Evaluation Team (ET)*	1. Individual interviews with: ✓ *Previous Co-chairs* ✓ *Incumbent Co-chairs* ✓ *Regional Coordinators* ✓ *Selected GB members from international development organisations* *Methods:* ✓ *Skype call with semi-structured questions* ✓ *Face-to-face interviews (where possible)* ✓ *Email correspondence* ✓ *Analysis of interviews* 2. Participant observation of selected sessions of MEA GB meeting June 20 – 23 3. Meetings, interviews during MEA GB meeting June 20 – 23 4. Triangulation	1. GB members fill in online survey 2. Individual interviews with: ✓ *Selected GB members from international development organisations* ✓ *Selected GB members from feminist organisations* ✓ *Other key informants from "listserv"* 3. Follow up interviews (where necessary) with key GB members on key issues that have emerged in phase 2 and results achieved. *Methods:* ✓ *Skype call with semi-structured questions* ✓ *Face-to-face interviews (where possible)* ✓ *Email correspondence* ✓ *Analysis of interviews*	1. GB members (especially RC) advise on possible case studies and input to them 2. Follow up interviews (where necessary) with key GB members and other key informants from "listserv" on key issues that have emerged in phase 2 and 3 and results achieved. *Methods:* ✓ *Skype call with semi-structured questions* ✓ *Face-to-face interviews (where possible)* ✓ *Email correspondence* ✓ *Analysis of interviews* 3. Triangulation

			4. Triangulation	
Global Secretariat	1. Logistical/administrative coordination with evaluation team 2. Global Coordinator will take part in the Reference Group (RG) to revise the ToR and to review and provide feedback on the evaluation methodology.; 3. Other members of the GS may take part in the RG (for example Global Networks Manager - Laxman Belbase) *Methods:* ✓ *Skype calls* ✓ *Email correspondence* ✓ *Revision of documents and tools prepared by the Evaluation Team (ET)*	1. Individual interviews with: ✓ *Global Coordinator & Advocacy Manager - Joni van de Sand* ✓ *Global Communications Manager - Tim Harwood* ✓ *Global Networks Manager - Laxman Belbase* *Methods:* ✓ *Skype call with semi-structured questions* ✓ *Face-to-face interviews (where possible)* ✓ *Email correspondence* ✓ *Analysis of interviews* 2. Triangulation	1. GS members fill in online survey and facilitate access to membership for execution of online survey. 2. Individual interviews with: ✓ *Global Networks Associate - Oswaldo Montoya* ✓ *Interns??* 3. Follow up interviews/virtual meetings with GS members on key issues that have emerged in phase 2 and results achieved. *Methods:* ✓ *Skype call with semi-structured questions* ✓ *Face-to-face interviews (where possible)* ✓ *Email correspondence* ✓ *Analysis of interviews* 4. Triangulation	1. GS members advise on possible case studies and input to them. 2. Follow up interviews/virtual meetings (where necessary) with GS members on key issues that have emerged in phase 2 and 3 and results achieved. *Methods:* ✓ *Skype call with semi-structured questions* ✓ *Face-to-face interviews (where possible)* ✓ *Email correspondence* ✓ *Analysis of interviews* 3. Triangulation
Regional coordinators and key Steering Committee Members from the regions		1. Individual interviews with Regional Coordinators and key Steering Committee Members from the regions *Methods:* ✓ *Skype call with semi-structured questions* ✓ *Face-to-face interviews (where possible)* ✓ *Email correspondence* ✓ *Analysis of interviews*	1. RCs fill in online survey and facilitate access to membership (structures and memberships at regional and country levels) for execution of online survey. 2. Individual interviews with key Steering Committee Members from the regions 3. Follow up interviews (where necessary) with Regional Coordinators on key issues that	1. RCs advise on possible case studies and input to them. 2. Follow up interviews (where necessary) with Regional Coordinators and key Steering Committee Members from the regions on key issues that have emerged in phases 2 and 3 and results achieved. 3. Triangulation

		2. Triangulation	have emerged in phase 2 and results achieved. *Methods:* ✓ *Skype call with semi-structured questions* ✓ *Face-to-face interviews (where possible)* ✓ *Email correspondence* ✓ *Analysis of interviews* 4. Triangulation	
Donors			1. Individual interviews with representatives of donor organisations: ✓ *SIDA* ✓ *Others (e.g. UNFPA, Oak)- to be suggested by GS* *Methods:* ✓ *Skype call with semi-structured questions* ✓ *Face-to-face interviews (where possible)* ✓ *Email correspondence* ✓ *Analysis of interviews* 2. Triangulation	1. Follow up individual interviews (where necessary) with representatives of donor organisations: ✓ *SIDA* ✓ *Others?* *Methods:* ✓ *Skype call with semi-structured questions* ✓ *Face-to-face interviews (where possible)* ✓ *Email correspondence* ✓ *Analysis of interviews* 2. Triangulation
Country and Conveners Networks			1. Members of country networks fill in online survey with support from RCs and Country Conveners 2. Individual interviews with key selected Country Network conveners (most active/successful, reflexive, critical)	1. Consultation at country level, with selected Country Networks, facilitated by Country conveners *Methods:* ✓ *Case Studies (Best practise and lessons learned)* ✓ *Skype call with semi-structured questions*

				Methods: ✓ *Online survey* ✓ *Skype call with semi-structured questions* ✓ *Face-to-face interviews (where possible)* ✓ *Email correspondence* ✓ *Analysis of interviews* 3. Triangulation	✓ *Face-to-face interviews (where possible)* ✓ *Email correspondence* ✓ *Analysis of interviews*
Advisory committee				1. Individual interviews with selected Advisory Committee members (most active/knowledgeable) ✓ *UN Organisations* ✓ *International NGOs* ✓ *Others - to be suggested by GS* Methods: ✓ *Skype call with semi-structured questions* ✓ *Face-to-face interviews (where possible)* ✓ *Email correspondence* ✓ *Analysis of interviews* 2. Triangulation	
Feminist Organisations/Women's Movement/ Men's Organisations (not part of MEA)				1. Individual interviews with selected feminists'/women's movement/men's organisations activists linked to but not part of MEA (most active/knowledgeable -for example AWID – to be suggested by GS/GB)	

			Methods:	
			✓ *Skype call with semi-structured questions* ✓ *Face-to-face interviews (where possible)* ✓ *Email correspondence* ✓ *Analysis of interviews* 2. Triangulation	

Annex 2.3: Evaluation Matrix

1. INSTITUTIONAL ASESSMENT (Goal 1)				
SPECIFIC ISSUES	**EVALUATION QUESTIONS**	**SECONDARY SOURCES**	**KEY INFORMANTS**	**METHODOLOGY**
Structure	- How is MEA organized and managed? What are the underlying assumptions and logic? - Has the structure changed in the past 5 years; if so why and how? - Are key MEA stakeholders at different levels, and key external stakeholders clear about MEA structure? - Which are the strengths and weaknesses of the current structure (considering representation & internal democracy, performance, efficiency) according to the different actors? - Best practices and lessons learned - Key recommendations for the coming SP	Steering committee/GB minutes; Donors progress reports, annual reports, board reports, management planning, Secretariat progress reports, MenEngage website, regional network reports.	GS members Co-Chairs (past and present) GB members (past and present) Regional Coordinators and Committee Members Country Conveners and Networks SIDA representative Other Donors Advisory Committee	Review of secondary sources Individual /collective interviews Online surveys (regional & country level) Online focus groups (countries per continent)
Coordination and participation dynamics (& ownership)	- What are the reasons and motivations different organizations have to be part of MEA? To which extent have these expectations been fulfilled? What can be improved? - In terms of contributions, what have different members contributed to the MEA? Is the reciprocal nature of a network	Steering Committee minutes; donors progress reports, annual reports, board reports, management planning, Secretariat progress reports; MenEngage website Sub-grants agreements; regional network reports	GS members Co-Chairs (past and present) GB members (past and present) Regional Coordinators and Committee Members Country Conveners and Networks SIDA representative	Review of secondary sources Individual/collective interviews Online surveys (regional & country level) Online focus groups (countries per continent)

	1. INSTITUTIONAL ASESSMENT (Goal 1)			
SPECIFIC ISSUES	**EVALUATION QUESTIONS**	**SECONDARY SOURCES**	**KEY INFORMANTS**	**METHODOLOGY**
	clear to its members? About having rights and obligations? - Are coordination and participation mechanisms and proceedings in place (including for example proceedings for members to access to financial resources)? - To which extent has being part of the MEA enhanced opportunities for collaboration and partnerships among members, at different levels? Any examples to be highlighted? - Which are the strengths and the weaknesses in terms of coordination and participation, according to different actors? - Which are the key facilitating and inhibiting factors in relation to coordination and participation and access to opportunities/benefits? - Best practices and lessons learned - Key recommendations for the coming SP		Other Donors Advisory Committee	
Accountability and transparency (external)	- Are internal and external accountability mechanisms in place? - Are these considered adequate and sufficient by different stakeholders? - Best practices and lessons learned	M&E system documents, reports; minutes of key decision-making meetings; regional reports; reports of specific activities; Webpage. Database with copies of signed codes of conduct	GS members Co-Chairs (past and present) GB members (past and present) Regional Coordinators and Committee Members	Review of secondary sources Individual/collective interviews Online surveys (regional & country level)

	1. INSTITUTIONAL ASESSMENT (Goal 1)			
SPECIFIC ISSUES	**EVALUATION QUESTIONS**	**SECONDARY SOURCES**	**KEY INFORMANTS**	**METHODOLOGY**
	- Key recommendations for the coming SP.		Country Conveners and Networks Advisory Committee SIDA representative Other Donors	Online focus groups (countries per continent)
Partnerships (alliances)	- Does MEA have a clear alliance or partnership strategy? - How do current and potential allies perceive MEA (role, strengths and weaknesses)? - To which extent did partners contribute to the implementation and achievements of the SP? - Which are the achievements and future challenges in relation to alliances/partnerships? - Best practices and lessons learned - Recommendations for the future	Steering committee minutes; agreements, contracts with partners. Donors progress reports, annual reports, board reports, MenEngage website, regional network reports. Donor documents (mission, policies, programmatic documents)	GS members Co-Chairs (past and present) GB members (past and present) Regional Coordinators and Committee Members Country Conveners and Networks Feminist and other social justice organizations linked to MEA Advisory Committee SIDA representative Other Donors	Review of secondary sources Individual/collective interviews Online surveys (regional & country level) Online focus groups (countries per continent)
Role and identity	- Do internal MEA stakeholders share a common view about the role and identity of the MEA? - If not, which are the main coincidences and which are the differences? - Are the role and identity of MEA as a "network" clear for different stakeholders? - Are there any tensions, dilemmas and/or conflicts of interest with regional networks and/or member organizations?	Donors progress reports, annual reports, board reports, MenEngage website, publications, regional network reports.	GS members Co-Chairs (past and present) GB members (past and present) Regional Coordinators and Committee Members Country Conveners and Networks Advisory Committee	Review of secondary sources Individual/collective interviews Online surveys (regional & country level) Online focus groups (countries per continent)

1. INSTITUTIONAL ASESSMENT (Goal 1)				
SPECIFIC ISSUES	**EVALUATION QUESTIONS**	**SECONDARY SOURCES**	**KEY INFORMANTS**	**METHODOLOGY**
	- If so, how do these influence coordination, participation, performance…? - Best practices and lessons learned - Recommendations for the future			
Monitoring & evaluation	- Does MEA have a monitoring system in place? How does it articulate different levels (national, regional, global)? - Is the monitoring system adequate and trustful (including indicators, quality of available data)? - Is monitoring clearly linked to decision making and management? - How relevant and useful has been the data to inform decisions and accountability? - Best practices and lessons learned - Recommendations	M&E system documents, reports; minutes of key decision-making meetings; regional reports; reports of specific activities; Webpage. Database with copies of signed codes of conduct	GS members Co-Chairs (past and present) GB members (past and present) Regional Coordinators and Committee Members Country Conveners and Networks Advisory Committee SIDA representative Other Donors	Review of secondary sources Individual/collective interviews Online surveys (regional & country level) Online focus groups (countries per continent)
Sustainability[19] and long-term perspectives	- Has a long-term operating model been adopted? - Is the model known/clear for all key MEA stakeholders? - Which are the strengths and weaknesses of this model, (considering the perspectives of different actors)? - Does MEA have a long-term resource mobilizing strategy?	Agreements, contracts with donors; donors progress reports, annual reports, board reports Discussion document on models, minutes of MenEngage Steering Committee adopting final model	GS members Co-Chairs (past and present) GB members (past and present) Regional Coordinators and Committee Members Country Conveners and Networks	Review of secondary sources Individual/collective interviews Online surveys (regional & country level) Online focus groups (countries per continent)

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[19] Here sustainability refers to the Men Engage Alliance as such.

1. INSTITUTIONAL ASESSMENT (Goal 1)				
SPECIFIC ISSUES	EVALUATION QUESTIONS	SECONDARY SOURCES	KEY INFORMANTS	METHODOLOGY
	- How do donors (past, present, potential) perceive MEA in terms of credibility, relevance, performance? - How do the (financial) sustainability perspectives look like for MEA (opportunities, threats, risks)? - Best practices and lessons learned - Recommendations for the future	Project proposals, new grants signed, income statements and projections Donor documents (mission, policies, programmatic documents)	Feminist and other social justice organizations linked to MEA Advisory Committee SIDA representative Other Donors	

2. PERFORMANCE, RESULTS AND SUSTAINABILITY (GOALS 2 & 3)				
SPECIFIC ISSUES	EVALUATION QUESTIONS	SECONDARY SOURCES	KEY INFORMANTS	METHODOLOGY
Implementation (output level)	- Based on secondary available data, which is the level of accomplishment of the planned activities and targets? - Which factors facilitated and which factors inhibited implementation (including and analysis of regions with country networks vs. regions without country networks)? - Best practices and lessons learned - Recommendations for the future	Strategic Plan, internal plan. Annual and progress reports, reports of specific activities, monitoring data, minutes of technical assistance visits.	GS members Co-Chairs (past and present) GB members (past and present) Regional Coordinators and Committee Members	Review of secondary sources Individual/collective interviews Online survey (regional level)
Relevance	- Are the SP and its outcomes considered relevant and pertinent by the different internal and external actors and levels (country, regional…)? Why? - How relevant do the individual members/organizations value the	Progress, donor, regional and country reports (MenCare countries), symposium participants' satisfaction survey; agreements/contracts with donors, website,	GS members Co-Chairs (past and present) GB members (past and present)	Review of secondary sources Individual/collective interviews Online surveys (regional & country level)

2. PERFORMANCE, RESULTS AND SUSTAINABILITY (GOALS 2 & 3)				
SPECIFIC ISSUES	EVALUATION QUESTIONS	SECONDARY SOURCES	KEY INFORMANTS	METHODOLOGY
	SP in terms of their capacities, potential, performance, results? - How does the SP relate to global, regional and country contexts, needs and priorities? (and development of regional SPs) - Have coordination and participation mechanisms ensured quality and timely feedback from countries/regions, to contribute to relevance? - To which extent has the MEA (at global and regional level) been able to adapt to context changes and take advantage of emerging opportunities? - Is the SP aligned with global commitments and norms? - How do feminist and women's rights' organizations perceive MEA, its relevance and the priorities of its actual SP? - Best practices and lessons learned - Recommendations	publications; minutes of technical assistance visits. International (global, regional, country) relevant documents, norms, agreements.	Regional Coordinators and Committee Members Country Conveners and Networks Feminist and other social justice organizations linked to MEA Advisory Committee SIDA representative Other Donors	Online focus groups (countries per continent)
Effectiveness	- Is there a logical relation between the outputs and the outcomes? - Is there a logical relation between the outcomes and the goals?	Strategic Plan, internal plan. annual and progress reports, regional reports, reports of specific activities, monitoring data, MenCare country reports[20] organisational capacity	GS members Co-Chairs (past and present) GB members (past and present)	Review of secondary sources Individual/collective interviews Online surveys (regional & country level)

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[20] If used, it will be considered that most of the MenCare country partners don't necessarily connect with MenEngage Alliance or are member of MEA. Also MenCare and its decisions are beyond MEA's decisions and scope of work.

2. PERFORMANCE, RESULTS AND SUSTAINABILITY (GOALS 2 & 3)				
SPECIFIC ISSUES	**EVALUATION QUESTIONS**	**SECONDARY SOURCES**	**KEY INFORMANTS**	**METHODOLOGY**
	- Which is the level of achievement for each of the outcomes? - Where the corresponding strategies adequate to achieve each outcome? - Which factors facilitated and which factors inhibited achievements in relation to the outcomes (including an analysis of regions with country networks vs. regions without country networks)? - Best practices and lessons learned - Recommendations for the future	audits, minutes of technical assistance visits.	Regional Coordinators and Committee Members Country Conveners and Networks Advisory Committee SIDA representative Other Donors	Online focus groups (countries per continent)
Unexpected results	- Has the implementation of the SP produced any unanticipated consequences or outcomes that were not intended? - Were there any positive unexpected benefits? Did anything negative happen as a result of the SP? - Best practices and lessons learned - Recommendations for the future	Strategic Plan, internal plan. annual and progress reports, regional reports, reports of specific activities, monitoring data, MenCare country reports organisational capacity audits, minutes of technical assistance visits	GS members Co-Chairs (past and present) GB members (past and present) Regional Coordinators and Committee Members Country Conveners and Networks Advisory Committee SIDA representative Other Donors	Review of secondary sources Individual/collective interviews Online surveys (regional & country level) Online focus groups (countries per continent)
Impact	- What contributions has the MEA made to legal and policy changes at global/regional and/or country level? - How has the MEA contributed to create conditions and	Progress, donor, regional and country reports (MenCare countries), symposium participants' satisfaction survey; agreements/contracts with	GS members Co-Chairs (past and present) GB members (past and present)	Review of secondary sources Individual/collective interviews

2. PERFORMANCE, RESULTS AND SUSTAINABILITY (GOALS 2 & 3)				
SPECIFIC ISSUES	**EVALUATION QUESTIONS**	**SECONDARY SOURCES**	**KEY INFORMANTS**	**METHODOLOGY**
	mechanisms for the implementation of existing norms & policies? - What has been done to maximise the impact of the above mentioned contributions? (from different actors' perspectives) - How do key actors and in particular feminist organizations/women's movements, on one hand, and men's organizations (outside MEA) on the other, perceive the MEA in terms of its contribution to gender equality and gender justice? What ideas circulate about men's involvement in gender equality and gender justice? - Which are main strengths, weaknesses and risks they identify? - Do perceptions/opinions vary substantially? How and why? - Which changes & improvements are suggested? - Which best practices and lesson leaned are identified?	donors, website, publications; minutes of technical assistance visits. International (global, regional, country) relevant documents, norms, agreements.	Regional Coordinators and Committee Members Country Conveners and Networks Feminist and other social justice organizations linked to MEA Advisory Committee SIDA representative Other Donors	Online surveys (regional & country level) Online focus groups (countries per continent)
Value for money & efficiency	- What have the MEA GB and GS done to buy and use inputs at a value-for-money price? - Wherever possible, what did MEA do to drive down costs but maintain quality?	Annual and progress reports, budgets, financial reports, regional reports, reports of specific activities, organisational capacity audits, minutes of technical assistance visits.	GS members Co-Chairs (past and present) GB members (past and present) Sonke finance staff	Review of secondary sources Individual/collective interviews Online surveys (regional level)

SPECIFIC ISSUES	EVALUATION QUESTIONS	SECONDARY SOURCES	KEY INFORMANTS	METHODOLOGY
2. PERFORMANCE, RESULTS AND SUSTAINABILITY (GOALS 2 & 3)				
	- How did the MEA ensure that resources (inputs) were used efficiently to maximise results? - Can the strategies, methods, tools used be considered the "most efficient" to achieve the results, in comparison to other possible alternatives? - Best practices and lessons learned - Recommendations		Regional Coordinators and Committee Members SIDA representative Other Donors	Online focus groups (countries per continent)
Assumptions and risk management	- Did MEA identify and manage risks and assumptions effectively? Examples. - Did management of risk & assumptions contribute to reducing costs? - Did on-time management of assumptions reduce risks, nourish decisions and enhance performance? - Best practices and lessons learned - Recommendations	Document with assumptions and risk management strategy, progress and donor reports, reports of specific activities, minutes of technical assistance visits.	GS members Co-Chairs (past and present) GB members (past and present) Sonke finance staff Regional Coordinators and Committee Members SIDA representative Other Donors	Review of secondary sources Individual interviews Online surveys (regional & country level) Online focus groups (countries per continent)
Sustainability (of results & processes)	- Has the MEA contributed to strengthen capacities that will preserve achieved results and/or continue processes? - Are commitments, projects and/or plans in place –at regional, country and organizational level- that will give continuity to the SP agenda, actions and results?	Strategic Plan, internal plan. annual and progress reports, regional reports, reports of specific activities, monitoring data, MenCare country reports organisational capacity audits, minutes of technical assistance visits. Agreements/contracts with donors.	GS members Co-Chairs (past and present) GB members (past and present) Regional Coordinators and Committee Members Country Conveners and Networks	Review of secondary sources Individual/collective interviews Online surveys (regional & country level) Online focus groups (countries per continent)

2. PERFORMANCE, RESULTS AND SUSTAINABILITY (GOALS 2 & 3)				
SPECIFIC ISSUES	**EVALUATION QUESTIONS**	**SECONDARY SOURCES**	**KEY INFORMANTS**	**METHODOLOGY**
	- To which extent and how are lessons learned, tools and methodologies transferable to other locations, actors, initiatives? Are activities foreseen to transfer these values? - Do elements (outputs) of the SP require future funding and if so has funding been secured? - Can replication and/or scaling-up opportunities be identified? - Best practices and lessons learned - Recommendations	Organizational plans of member organizations/networks (individual, at country and/or regional level).	Feminist and other social justice organizations linked to MEA Advisory Committee SIDA representative Other Donors	

3. BEST PRACTICES, LESSONS LEARNED AND RECOMMENDATIONS (GOALS 2 & 3)				
SPECIFIC ISSUES	**EVALUATION QUESTIONS**	**SECONDARY SOURCES**	**KEY INFORMANTS**	
Best practices	- Best practices in relation to strengthening network capacity for engaging men and boys for gender equality - Key success factors - Best practices in relation to key global advocacy - Key success factors - Best practices in relation to communication and information exchange - Key success factors	Strategic Plan, internal plan. annual and progress reports, regional reports, reports of specific activities, monitoring data, MenCare country reports organisational capacity audits, minutes of technical assistance visits, website, publications.	GS members Co-Chairs (past and present) GB members (past and present) Regional Coordinators and Committee Members Country Conveners and Networks	Review of secondary sources Individual interviews Online surveys (regional & country level) Online focus groups (countries per continent) Case studies (national level)
Lessons learned	- Key lessons learned (what should not be repeated and/or what should be modified) in relation to strengthening network capacity.	Strategic Plan, internal plan. annual and progress reports, regional reports, reports of specific activities, monitoring data, MenCare	GS members Co-Chairs (past and present) GB members (past and present)	Review of secondary sources Individual interviews

3. BEST PRACTICES, LESSONS LEARNED AND RECOMMENDATIONS (GOALS 2 & 3)				
SPECIFIC ISSUES	**EVALUATION QUESTIONS**	**SECONDARY SOURCES**	**KEY INFORMANTS**	
	- Key lessons learned (what should not be repeated and/or what should be modified)) in relation to global advocacy. - Key lessons learned (what should not be repeated and/or what should be modified) in relation to communication and information exchange.	country reports organisational capacity audits, minutes of technical assistance visits, website, publications.	Regional Coordinators and Committee Members Country Conveners and Networks	Online surveys (regional & country level) Online focus groups (countries per continent) Case studies (national level)
Recommendations	- Key recommendations to enhance the networks potential and performance in relation to strengthening network capacity. - Key recommendations to enhance global advocacy. - Key recommendations to enhance communication and information exchange - Should the MEA continue focusing on these strategic goals? - Which are other key strategic areas the MEA should address in its next SP? - Other strategic recommendations	Strategic Plan, internal plan. annual and progress reports, regional reports, reports of specific activities, monitoring data, MenCare country reports organisational capacity audits, minutes of technical assistance visits, website, publications.	GS members Co-Chairs (past and present) GB members (past and present) Regional Coordinators and Committee Members Country Conveners and Networks Feminist and other social justice organizations linked to MEA Advisory Committee SIDA representative Other Donors	Review of secondary sources Individual interviews Online surveys (regional & country level) Online focus groups (countries per continent) Case studies (national level)

Annex 2.4: Questions for GS, GB and RC during Phase 2 of the Evaluation
30th May 2016

In phases 3 and 4 of the progress evaluation, similar matrices will be elaborated for the development of the evaluation questions that will be used for interviews with other internal and external actors.

		1. INSTITUTIONAL ASSESSMENT (GOAL 1)		
SPECIFIC ISSUES	**EVALUATION QUESTIONS (WHAT WE WANT TO KNOW)**	**ACTOR SPECIFIC QUESTIONS**		
		GLOBAL SECRETARIAT	**GLOBAL BOARD**	**REGIONAL COORDINATORS**
Structure	• How is MEA organized and managed? What are the underlying assumptions and logic? • Has the structure changed in the past 5 years; if so why and how? • Are key MEA stakeholders at different levels, and key external stakeholders clear about MEA structure? • Which are the strengths and weaknesses of the current structure (considering representation & internal democracy, performance, efficiency) according to the different actors? • Best practices and lessons learned • Key recommendations for the coming SP	1. What changes have occurred in the organisational/ management structure of the MEA in recent years? Why did these take place and with what results (positive and negative)? 2. What are the major strengths of the current MEA organizational structure? (start with Global Secretariat). What are its limitations? 3. In what ways - positive and negative- does the current organizational structure influence programme/project execution and efficiency? 4. What are the implications of the recent change in legal status of the MEA? (political, programmatic, structural, identity, etc.)		
Coordination and participation dynamics (& ownership)	• What are the reasons and motivations different organizations have to be part of MEA? To which extent have these expectations been fulfilled? What can be improved? • In terms of contributions, what have different members contributed to the MEA? Is the reciprocal nature of a network clear to its members? About having rights and obligations?	1. What factors enable member organizations feel that they are part of the MEA? *(coordination, participation, inclusion, ownership)* 2. What inhibits/limits their sense of inclusion and ownership? Why? 3. In your opinion, what motivates organisations and networks to become part of the MEA?		

1. INSTITUTIONAL ASSESSMENT (GOAL 1)				
SPECIFIC ISSUES	**EVALUATION QUESTIONS (WHAT WE WANT TO KNOW)**	**ACTOR SPECIFIC QUESTIONS**		
		GLOBAL SECRETARIAT	**GLOBAL BOARD**	**REGIONAL COORDINATORS**
	• Are coordination and participation mechanisms and proceedings in place (including for example proceedings for members to access to financial resources)? • To which extent has being part of the MEA enhanced opportunities for collaboration and partnerships among members, at different levels? Any examples to be highlighted? • Which are the strengths and the weaknesses in terms of coordination and participation, according to different actors? • Which are the key facilitating and inhibiting factors in relation to coordination and participation and access to opportunities/benefits? • Best practices and lessons learned • Key recommendations for the coming SP	4. What is the "added value" that member organisations experience by taking part in the MEA? How could this be enhanced?		
Accountability and transparency (external)	• Are internal and external accountability mechanisms in place? • Are these considered adequate and sufficient by different stakeholders? • Best practices and lessons learned • Key recommendations for the coming SP.	1. How does the MEA guarantee accountability and transparency towards external actors? 2. In your opinion, how well do these mechanisms work? How can they be improved? 3. In relation to external actors, what are the major strengths and weaknesses of the MEA's accountability systems and procedures? How transparent are they?		

1. INSTITUTIONAL ASSESSMENT (GOAL 1)				
SPECIFIC ISSUES	**EVALUATION QUESTIONS (WHAT WE WANT TO KNOW)**	**ACTOR SPECIFIC QUESTIONS**		
		GLOBAL SECRETARIAT	**GLOBAL BOARD**	**REGIONAL COORDINATORS**
Partnerships (alliances)	• Does MEA have a clear alliance or partnership strategy? • How do current and potential allies perceive MEA (role, strengths and weaknesses)? • To which extent did partners contribute to the implementation and achievements of the SP? • Which are the achievements and future challenges in relation to alliances/partnerships? • Best practices and lessons learned • Recommendations for the future	1. In relation to building alliances/partnerships (global, regional), what has the MEA achieved? 2. How have these contributed to strengthening the MEA? 3. What limitations/obstacles have been encountered and how have these been overcome? 4. Which objectives & challenges in relation to alliances do you envisage for the next strategic cycle? *(Particular emphasis on relationship with feminist &/or women's organisations/)*		
Role and identity	• Do internal MEA stakeholders share a common view about the role and identity of the MEA? • If not, which are the main coincidences and which are the differences? • Are the role and identity of MEA as a "network" clear for different stakeholders? • Are there any tensions, dilemmas and/or conflicts of interest with regional networks and/or member organizations? • If so, how do these influence coordination, participation, performance...? • Best practices and lessons learned • Recommendations for the future	1. In relation to the role of the MEA, on which aspects do different internal actors mostly coincide? 2. Where are there discrepancies and why? 3. How do these influence coordination, participation, programme/project execution? 4. What efforts have been made to resolve these issues of role and identify and with what success?		

1. INSTITUTIONAL ASSESSMENT (GOAL 1)				
SPECIFIC ISSUES	**EVALUATION QUESTIONS (WHAT WE WANT TO KNOW)**	**ACTOR SPECIFIC QUESTIONS**		
		GLOBAL SECRETARIAT	**GLOBAL BOARD**	**REGIONAL COORDINATORS**
Monitoring & evaluation	• Does MEA have a monitoring system in place? How does it articulate different levels (national, regional, global)? • Is the monitoring system adequate and trustful (including indicators, quality of available data)? • Is monitoring clearly linked to decision making and management? • How relevant and useful has been the data to inform decisions and accountability? • Best practices and lessons learned • Recommendations	1. What are the major strengths and weaknesses of the MEA's M&E systems and procedures? 2. How is M&E data generated and used at different levels within the MEA and with what results?		
Sustainability and long-term perspectives (Here sustainability refers to the Men Engage Alliance as such.)	• Has a long-term operating model been adopted? • Is the model known/clear for all key MEA stakeholders? • Which are the strengths and weaknesses of this model, (considering the perspectives of different actors)? • Does MEA have a long-term resource mobilizing strategy? • How do donors (past, present, potential) perceive MEA in terms of credibility, relevance, performance? • How do the (financial) sustainability perspectives look like for MEA (opportunities, threats, risks)? • Best practices and lessons learned • Recommendations for the future	1. What changes have taken place in the MEA's operating model in the last 4 years and why? 2. What are the strengths and limitations of the current operating model? 3. What efforts have been made to widen the MEA's funding base and reduce dependency on SIDA (as sole funder)? With what success?		

SPECIFIC ISSUES	2. PERFORMANCE, RESULTS AND SUSTAINABILITY (GOALS 2 & 3)			
	EVALUATION QUESTIONS (WHAT WE WANT TO KNOW)	ACTOR SPECIFIC QUESTIONS		
		GLOBAL SECRETARIAT	GLOBAL BOARD	REGIONAL COORDINATORS
Implementation (output level)	• Based on secondary available data, which is the level of accomplishment of the planned activities and targets? • Which factors facilitated and which factors inhibited implementation (including and analysis of regions with country networks vs. regions without country networks)? • Best practices and lessons learned • Recommendations for the future	1. In your opinion, what are the most important accomplishments of the MEA in the last 5 years? Why? 2. What activities/actions originally planned in the SP were NOT accomplished, why not and with what consequences??		
Relevance	• Are the SP and its outcomes considered relevant and pertinent by the different internal and external actors and levels (country, regional…)? Why? • How relevant do the individual members/organizations value the SP in terms of their capacities, potential, performance, results? • How does the SP relate to global, regional and country contexts, needs and priorities? (and development of regional SPs) • Have coordination and participation mechanisms ensured quality and timely feedback from countries/regions, to contribute to relevance? • To which extent has the MEA (at global and regional level) been able to adapt to context changes and take advantage of emerging opportunities? • Is the SP aligned with global commitments and norms?	1. From your perspective, which aspects of MEA's interventions represent significant contributions to gender equality and why? 2. What measures have been taken to ensure that the SP caters for changes in context at local, national, regional and global levels?		

SPECIFIC ISSUES	EVALUATION QUESTIONS (WHAT WE WANT TO KNOW)	ACTOR SPECIFIC QUESTIONS		
		GLOBAL SECRETARIAT	GLOBAL BOARD	REGIONAL COORDINATORS
	• How do feminist and women's rights' organizations perceive the relevance of MEA and the SP? • Best practices and lessons learned • Recommendations			
Effectiveness (the degree to which objectives are accomplished and outputs/outcomes/expected results achieved)	• Is there a logical relation between the outputs and the outcomes? • Is there a logical relation between the outcomes and the goals? • Which is the level of achievement for each of the outcomes? • Where the corresponding strategies adequate to achieve each outcome? • Which factors facilitated and which factors inhibited achievements in relation to the outcomes (including an analysis of regions with country networks vs. regions without country networks)? • Best practices and lessons learned • Recommendations for the future	1. Which strategies have been most/least effective in achieving expected results? Why? 2. How does the MEA monitor and assess the effectiveness of its interventions? 3. Which aspects of the SP limit and facilitate the effectiveness of the MEA? 4. How has the MEA's effectiveness (perceived or actual) influenced relations within the Alliance and with external actors?		
Unexpected results	• Has the implementation of the SP produced any unanticipated consequences or outcomes that were not intended ? • Were there any positive unexpected benefits? Did anything negative happen as a result of the SP? • Best practices and lessons learned • Recommendations for the future	1. What unexpected outputs/outcomes have occurred as a result of the implementation of MEA's SP? With what consequences?		

SPECIFIC ISSUES	EVALUATION QUESTIONS (WHAT WE WANT TO KNOW)	2. PERFORMANCE, RESULTS AND SUSTAINABILITY (GOALS 2 & 3)		
		ACTOR SPECIFIC QUESTIONS		
		GLOBAL SECRETARIAT	GLOBAL BOARD	REGIONAL COORDINATORS
Impact	• What contributions has the MEA made to legal and policy changes at global/regional and/or country level? • How has the MEA contributed to create conditions and mechanisms for the implementation of existing norms & policies? • What has been done to maximise the impact of the above mentioned contributions? (from different actors' perspectives) • How do key actors and in particular feminist organizations/women's movements, on one hand, and men's organizations (outside MEA) on the other, perceive the MEA in terms of its contribution to gender equality and gender justice? What ideas circulate about men's involvement in gender equality and gender justice? • Which are main strengths, weaknesses and risks they identify? • Do perceptions/opinions vary substantially? How and why? • Which changes & improvements are suggested? • Which best practices and lesson leaned are identified?	1. In what ways has the MEA contributed to embedding "engaging boys and men" in the policies, plans and agendas of development, women's and donor organisations? 2. How has it done this (enabling factors)? 3. What are the internal and external obstacles/resistances to achieving this kind of impact? 4. How have these been (can they be) overcome?		
Value for money & efficiency	• What have the MEA GB and GS done to buy and use inputs at a value-for-money price? • What did MEA do to drive down costs but maintain quality?	1. What does the MEA do to ensure the efficient use of its resources (human and material)? 2. What steps can be taken to increase efficiency?		

SPECIFIC ISSUES	EVALUATION QUESTIONS (WHAT WE WANT TO KNOW)	ACTOR SPECIFIC QUESTIONS		
		GLOBAL SECRETARIAT	GLOBAL BOARD	REGIONAL COORDINATORS
	• How did the MEA ensure that resources (inputs) were used efficiently to maximise results? • Can the strategies, methods, tools used be considered the "most efficient" to achieve the results, in comparison to other possible alternatives? • Best practices and lessons learned • Recommendations			
Assumptions and risk management	• Did the MEA identify and manage risks and assumptions effectively? Examples. • Did management of risk & assumptions contribute to reducing costs? • Did on-time management of assumptions reduce risks, nourish decisions and enhance performance? • Best practices and lessons learned • Recommendations	1. How does the MEA operationalise assumptions and risk management? 2. How useful has this been to inform strategies and practice? 3. How can assumptions and risk management be strengthened?		
Sustainability (of results & processes)	• Has the MEA contributed to strengthen capacities that will preserve achieved results and/or continue processes? • Are commitments, projects and/or plans in place –at regional, country and organizational level- that will give continuity to the SP agenda, actions and results? • To which extent are lessons learned, tools and methodologies transferable to other locations, actors, initiatives? • Do elements (outputs) of the SP require future funding and if so has funding been secured?	1. What aspects of MEA's "modus operandi" contribute to the sustainability of the processes promoted and to the results that have been achieved? Give examples related to specific strategies/processes that have been implemented. 2. What aspects of MEA's "modus operandi" limit the sustainability of the processes promoted and to the results that have been achieved?? 3. What could/should be done to strengthen sustainability?		

	2. PERFORMANCE, RESULTS AND SUSTAINABILITY (GOALS 2 & 3)			
SPECIFIC ISSUES	**EVALUATION QUESTIONS (WHAT WE WANT TO KNOW)**	**ACTOR SPECIFIC QUESTIONS**		
		GLOBAL SECRETARIAT	**GLOBAL BOARD**	**REGIONAL COORDINATORS**
	• Can replication and/or scaling-up opportunities be identified? • Best practices and lessons learned • Recommendations			

	3. BEST PRACTICES, LESSONS LEARNED AND RECOMMENDATIONS (GOALS 2 & 3)			
	EVALUATION QUESTIONS (WHAT WE WANT TO KNOW)	**ACTOR SPECIFIC QUESTIONS**		
SPECIFIC ISSUES		**GLOBAL SECRETARIAT**	**GLOBAL BOARD**	**REGIONAL COORDINATORS**
Best practices	• Best practices in relation to strengthening network capacity for engaging men and boys for gender equality • Key success factors • Best practices in relation to key global advocacy • Key success factors • Best practices in relation to communication and information exchange • Key success factors	1. In your opinion, what is the BEST practice the MEA has carried out? 2. What factors that have contributed to this best practice?) 3. What has the MEA NOT done well? Why not?		
Lessons learned	• Key lessons learned (what should not be repeated and/or what should be modified) in relation to strengthening network capacity.			

	3. BEST PRACTICES, LESSONS LEARNED AND RECOMMENDATIONS (GOALS 2 & 3)	
	EVALUATION QUESTIONS (WHAT WE WANT TO KNOW)	**ACTOR SPECIFIC QUESTIONS**
	• Key lessons learned (what should not be repeated and/or what should be modified)) in relation to global advocacy. • Key lessons learned (what should not be repeated and/or what should be modified) in relation to communication and information exchange.	4. What are the key recommendations you would give for the MEA's future SP (bearing in mind best practice and lessons learned)? Give 3 - 5
Recommendations	• Key recommendations to enhance the networks potential and performance in relation to strengthening network capacity. • Key recommendations to enhance global advocacy. • Key recommendations to enhance communication and information exchange • Should the MEA continue focusing on these strategic goals? • Which are other key strategic areas the MEA should address in its next SP? • Other strategic recommendations	

Annex 3.1 Interviews by Skype

During phase 2 of the evaluation (GB, GS and former Co-Chairs) June 2016

Name	Organisation	Position in MEA
1. Abhijit Das	Centre for Health and Social Justice (CHSJ), India	New Co-Chair and South Asia RC
2. Chuck Derry	Gender Violence Institute, USA	NAME) RC and GB member
3. Dean Peacock	Sonke Gender Justice, South Africa	Outgoing Co-Chair
4. Douglas Mendoza	Fundación Puntos de Encuentro, Nicaragua	MenEngage Latin America co-RC and GB member
5. Gary Barker	Promundo US	Outgoing Co-Chair
6. Itumeleng Komanyane	Sonke Gender Justice, South Africa	MenEngage Africa RC and GB member
7. Joni van de Sand	MenEngage Alliance GS	Coordinator & Advocacy Manager
8. Laxman Belbase	MenEngage Alliance GS	Networks Manager
9. Oswaldo Montoya	MenEngage Alliance GS	Associate consultant and former MEA coordinator
10. Tim Harwood	MenEngage Alliance GS	Communications Manager
11. Todd Minerson	White Ribbon, Canada	New Co-Chair and GB member
12. Tomas Agnemo	Save the Children, Sweden	Men Engage Europe and GB member
13. Tyrone Buckmire	Grenada Fund for Conservation Inc. / CariMAN	Caribbean (CariMAN) RC and GB member

During phase 3 of the evaluation (present and past GB/SC, feminist NGOs, Donors, development organisations) August/September 2016

Name	Organisation	Position in/relation to MEA
14. Srilatha Batliwala	CREA (previously AWID)	Former SC/GB member
15. Madeleine Rees	WILPF	GB Member
16. Sonali Khan	Breakthrough	GB Member
17. Tyler Crone	ATHENA Network	Former GB Member
18. Hilde Roren	CARE Norway	GB Member
19. Seri Wendoh	IPPF Central Office	Former GB member
20. Eva-Charlotte Roos	SIDA	Senior Programme Specialist, SRHR, HIV/AIDS
21. Lopa Banerjee	UN Women	Advisory GB participant
22. Kene Esom	AMSHeR	GB Member
23. Ravi Kumar Verma	ICRW, Regional Director	Historical collaborator South Asia
24. Steven Botkin	MERGE for Gender Equality	Historical collaborator and early SC member
25. Nikki van de Gaag	UK Feminist writer/Promundo fellow	Historical collaborator and Consultant to GS

Annex 3.2 Organisations that took part in the online members' survey - July/August 2016

Organisations that completed the survey

	ORGANISATION	COUNTRY
1.	Campana Lazo Blanco de Argentina	Argentina
2.	Vienna Institute for International Dialogue and Cooperation	Austria
3.	Steps Towards Development	Bangladesh
4.	Acid Survivors Foundation	Bangladesh
5.	Instituto Promundo	Brazil
6.	Fundacion CulturaSalud	Chile
7.	Corporacion Miles Chile	Chile
8.	Centro Integral de la Familia Cifa	Chile
9.	Centro de la Mujer Pedro Aguirre Cerda	Chile
10.	Red Colombiana De Masculinidades Porla Equidad De género	Colombia
11.	Corporación Educativa Combos	Colombia
12.	Colectivo Hombres y Masculinidades, Colombia	Colombia
13.	Centro de Estudios de Género	Dominican Republic
14.	CONGO MEN'S NETWORK	DR Congo
15.	Centro Bartolomé de las Casas	El Salvador
16.	Planete Enfants	France
17.	Red de Hombres de Guatemala	Guatemala
18.	Asociación Dos Soles	Guatemala
19.	Asociación Yaaxche	Honduras
20.	CPTRT	Honduras
21.	SAHAYOG	India
22.	Society for Participatory Action research and knowledge	India
23.	MASVAW (Men's Action for Stopping Violence Against Women)	India
24.	Nari Samata Manch, Pune, India	India
25.	Institute for Social Development	India
26.	Tarun Chetna	India
27.	Srijan Foundation	India
28.	Gramin Punarnirman Sansthan	India
29.	PROJECT SWARAJYA	India
30.	Jeevika Development Society	India
31.	Centre for Health and Social Justice (CHSJ)	India
32.	Alpha Gender Omega	Ivory Coast (based in Toronto)
33.	Kenya MenEngage Alliance	Kenya
34.	SHE-HIVE ASSOCIATION	Lesotho
35.	Cómplices pro la Equidad	Mexico
36.	Fundación Arcoiris por el respeto a la diversidad sexual	Mexico
37.	Grupo Solidaridad - Hombres.	Mexico
38.	PADRES CARIÑOSOS	Mexico
39.	GALLOS LGBTTTIH EN ACCION	Mexico
40.	Círculo Abierto Formación y Género para la Convivencia Social	Mexico
41.	Centro de Estudios de Género Universidad de Guadalajara	Mexico
42.	Radha Paudel	Nepal
43.	Institute of Human Rights Communication Nepal (IHRICON)	Nepal
44.	WO=MEN	Netherlands

ORGANISATION	COUNTRY
45. Stichting Emancipator	Netherlands
46. Puntos de Encuentro	Nicaragua
47. Asociación de Jóvenes Organizados por el Desarrollo Integral de Comunidad (AJODIC)	Nicaragua
48. AMAL Human Development Network	Pakistan
49. Plan International	Panama
50. Asoción Igualdad	Paraguay
51. ALIADOS / hombres por la igualdad de género	Peru
52. Men's Association for Gender Equality, Sierra Leone (MAGE SL)	Sierra Leone
53. AHIGE	Spain
54. On:Giz Elkartea	Spain
55. foundation for innovative socialdevelopment	Sri Lanka
56. World University Service of Canada (WUSC) Sri Lanka	Sri Lanka
57. Save the Children Sweden	Sweden
58. CARE International	Switzerland
59. masculinities.ch / männer.ch	Switzerland
60. Children Dignity Forum	Tanzania
61. IPPF	United Kingdom
62. Instituto de Formación en Servicio - CEIP	Uruguay
63. Men's Resources International/MERGE for Equality	USA
64. Center for Violence Prevention	USA

Organisations that partially completed the survey

ORGANISATION	COUNTRY
65. COLECTIVO REBELDIA	Bolivia
66. Association Roditeli (Parents)	Bulgaria
67. Gender and Development for Cambodia (GADC)	Cambodia
68. Mujeres Públicas	Chile
69. Forum to Engage Men	India
70. "1"	India
71. Project Swarajya	India
72. The Men's Development Network (MDN)	Ireland
73. Just Peace Initatives	Pakistan/United Kingdom
74. MAMAS CLUB UGANDA	Uganda
75. Centro de Estudios Sobre Masculinidades y Género	Uruguay
76. Promundo-US	USA

Organisations that registered their name/county but which didn't proceed to fill in the survey

ORGANISATION	COUNTRY
77. Verein poika	Austria
78. Gema - Núcleo Feminista de Pesquisas em Gênero e Masculinidades	Brasil
79. Dirección Regional de Coquimbo-Sename	Chile
80. Banaras Hindu University	India
81. Cómplices por la Equidad	Mexico
82. Asociacion de mujeres de Jalapa contra la violencia OYANKA.	Nicaragua

83. Universidad San Sebastián	Not known
84. MAMA'SCLUB UGANDA	Uganda
85. Restored	United Kingdom
86. Somos Sonido	Uruguay

ANNEX 4: EVALUATION TOOLS

Annex 4.1: Interview Guide Phase 2 (GS, GB and former Co Chairs)

NAME:

POSITION:

PART OF MEA SINCE:

DATE OF THE INTERVIEW:

I.	INSTITUTIONAL ASSESSMENT

STRUCTURE

1.   What changes have occurred in the organisational/ management structure of the MEA in recent years? Why did these take place and with what results (positive and negative)?

2.   What are the major strengths of the current MEA organizational structure? (start with Global Secretariat). What are its limitations?

3.   In what ways - positive and negative- does the current organizational structure influence programme/project execution and efficiency?

4.   What are the implications of the recent change in legal status of the MEA? (political, programmatic, structural, identity, etc.)

COORDINATION AND PARTICIPATION DYNAMICS AND OWNERSHIP

1.   What factors enable member organizations feel that they are part of the MEA? (coordination, participation, inclusion, ownership)

2.   What inhibits/limits their sense of inclusion and ownership? Why?

3.   In your opinion, what motivates organisations and networks to become part of the MEA?

4.   What is the "added value" that member organisations experience by taking part in the MEA? How could this be enhanced?

ACCOUNTABILITY AND TRANSPARENCY (EXTERNAL)

1.   How does the MEA guarantee accountability and transparency towards external actors?

2.   In your opinion, how well do these mechanisms work? How can they be improved?

3.   In relation to external actors, what are the major strengths and weaknesses of the MEA's accountability systems and procedures? How transparent are they?

PARTNERSHIPS (ALLIANCES)

1.	In relation to building alliances/partnerships (global, regional), what has the MEA achieved?

2.	How have these contributed to strengthening the MEA?

3.	What limitations/obstacles have been encountered and how have these been overcome?

4.	Which objectives & challenges in relation to alliances do you envisage for the next strategic cycle?
(Particular emphasis on relationship with feminist &/or women's organisations/)

ROLE AND IDENTITY

1.	In relation to the role of the MEA, on which aspects do different internal actors mostly coincide?

2.	Where are there discrepancies and why?

3.	How do these influence coordination, participation, programme/project execution?

4.	What efforts have been made to resolve these issues of role and identify and with what success?

MONITORING AND EVALUATION

1.	What are the major strengths and weaknesses of the MEA's M&E systems and procedures?

2.	How is M&E data generated and used at different levels within the MEA and with what results?

SUSTAINAIBILITY (OF THE MEA) AND LONG TERM PERSPECTIVES

1.	What changes have taken place in the MEA's operating model in the last 4 years and why?

2.	What are the strengths and limitations of the current operating model?

3.	What efforts have been made to widen the MEA's funding base and reduce dependency on SIDA (as sole funder)? With what success?

IMPLEMENTATION

1.   In your opinion, what are the most important accomplishments of the MEA in the last 5 years? Why?

2.   What activities/actions originally planned in the SP were NOT accomplished, why not and with what consequences??

RELEVANCE

1.   From your perspective, which aspects of MEA's interventions represent significant contributions to gender equality and why?

2.   What measures have been taken to ensure that the SP caters for changes in context at local, national, regional and global levels?

EFFECTIVENESS

1.   Which strategies have been most/least effective in achieving expected results? Why?

2.   How does the MEA monitor and assess the effectiveness of its interventions?

3.   Which aspects of the SP limit and facilitate the effectiveness of the MEA?

4.   How has the MEA's effectiveness (perceived or actual) influenced relations within the Alliance and with external actors?

UNEXPECTED RESULTS

1.   What unexpected outputs/outcomes have occurred as a result of the implementation of MEA's SP? With what consequences?

IMPACT

1.   In what ways has the MEA contributed to embedding "engaging boys and men" in the policies, plans and agendas of development, women's and donor organisations?

2.   How has it done this (enabling factors)?

3.   What are the internal and external obstacles/resistances to achieving this kind of impact?

4.   How have these been (can they be) overcome?

VALUE FOR MONEY & EFFICIENCY

1. What does the MEA do to ensure the efficient use of its resources (human and material)?

2. What steps can be taken to increase efficiency?

ASSUMPTIONS & RISK MANAGEMENT

1. How does the MEA operationalise assumptions and risk management?

2. How useful has this been to inform strategies and practice?

3. How can assumptions and risk management be strengthened?

SUSTAINABILITY (OF RESULTS & PROCESSES)

1. What aspects of MEA's "modus operandi" contribute to the sustainability of the processes promoted and to the results that have been achieved? Give examples related to specific strategies/processes that have been implemented.

2. What aspects of MEA's "modus operandi" limit the sustainability of the processes promoted and to the results that have been achieved?

3. What could/should be done to strengthen sustainability?

III. BEST PRACTICES, LESSONS LEARNED & RECOMMENDATIONS

1. In your opinion, what is the BEST practice the MEA has carried out?

2. What factors that have contributed to this best practice?)

3. What has the MEA NOT done well? Why not?

4. What are the key recommendations you would give for the MEA's future SP (bearing in mind best practice and lessons learned)? Give 3 – 5

Annex 4.2: Interview Guide Phase 3 (Present and past GB/SC, feminist NGOs, Donors, development organisations)

NAME:
ORGANISATION:
POSITION (past or present):
PART OF MEA SINCE/relationship to MEA:
DATE OF THE INTERVIEW:

IV. INSTITUTIONAL ASSESSMENT

STRUCTURE
1. What are the major strengths of the current MEA organizational structure? (start with Global Secretariat). What are its limitations?

COORDINATION AND PARTICIPATION DYNAMICS AND OWNERSHIP
1. What factors enable member organizations feel that they are part of the MEA? (coordination, participation, inclusion, ownership) What inhibits/limits their sense of inclusion and ownership? Why?
2. In your opinion, what motivates organisations and networks to become part of the MEA?
3. What is the "added value" that member organisations experience by taking part in the MEA? How could this be enhanced?

ACCOUNTABILITY AND TRANSPARENCY (EXTERNAL)
1. In relation to external actors, what are the major strengths and weaknesses of the MEA's accountability systems and procedures? How transparent are they?

PARTNERSHIPS (ALLIANCES)
1. In relation to building alliances/partnerships (global, regional), what has the MEA achieved?
2. Which objectives & challenges in relation to alliances do you envisage for the next strategic cycle? (Particular emphasis on relationship with feminist &/or women's organisations/)

ROLE AND IDENTITY

1. In relation to the role of the MEA, on which aspects do different internal actors mostly coincide? Where are there discrepancies and why?

SUSTAINAIBILITY (OF THE MEA) AND LONG TERM PERSPECTIVES

1. What changes have taken place in the MEA's operating model in the last 4 years and why?

2. What are the strengths and limitations of the current operating model?

V.   PERFORMANCE, RESULTS AND SUSTAINABILITY

IMPLEMENTATION

1. In your opinion, what are the most important accomplishments of the MEA in the last 5 years? Why?

RELEVANCE

1. In your opinion, how relevant is "engaging men and boys" for achieving gender equality? Why?

2. From your perspective, which aspects of MEA's interventions represent significant contributions to gender equality and why?

EFFECTIVENESS

1. Which strategies have been most/least effective in achieving expected results? Why?

UNEXPECTED RESULTS

1. What unexpected outputs/outcomes have occurred as a result of the implementation of MEA's SP? With what consequences?

IMPACT

1. In what ways has the MEA contributed to embedding "engaging boys and men" in the policies, plans and agendas of development, women's and donor organisations?

SUSTAINABILITY (OF RESULTS & PROCESSES)

1.   What could/should be done to strengthen sustainability?

VI.   BEST PRACTICES, LESSONS LEARNED & RECOMMENDATIONS

1.   In your opinion, what is the BEST practice the MEA has carried out?

2.   What factors that have contributed to this best practice?)

3.   What has the MEA NOT done well? Why not?

4.   What are the key recommendations you would give for the MEA's future SP (bearing in mind best practice and lessons learned)? Give 3 – 5

Annex 4.3: Online Survey Questionnaire

The online survey questionnaire in PDF format can be seen at:

MEA Progress Evaluation Members Survey Questionnaire July 2016

ANNEX 5: BIBLIOGRAPHY

MEA Annual Reports

- MenEngage Alliance annual report 2013
- MenEngage Alliance annual report 2014
- MenEngage Alliance annual report 2015

MEA Sida Proposal 2012 – 2016

- MenEngage Core Support Proposal to Sida, October 2012
- MenEngage Global Results Framework 2012-2016
- Contract SIDA 2012-2016

MEA Sida Proposal 2016 – 2020

- MenEngage Proposal to SIDA 2016-2020
- MenEngage Results Framework SIDA 2016-20
- ME-GS 2016-2020 budget to SIDA
- MenEngage Budget narrative with SIDA proposal 2016-2020 (final)

MEA Governance

Steering Committee/Global Board - Minutes of Meetings

- MenEngage Cape Town Meeting Minutes June 2013
- Minutes MenEngage Global Steering Committee Meeting, Delhi Feb. 4-5 2014
- MenEngage Coimbra Report July 2014
- Minutes SC meeting in Delhi Nov 9, 2014
- MenEngage Global Board meeting Istanbul notes March 4 -5 2015
- Action points MenEngage Global Board - conference call January 19, 2016

Documents for MenEngage Encounter, Stockholm, June 2016:

- Report MenEngage GS for Board meeting (Jan-June 2016)
- Theory of Change MenEngage Alliance 2017-20 (June 7)
- State of the Field Consultation, Synthesis Report, June 20, 2016, Stockholm, Sweden
- Strategic Planning Meeting, Synthesis Report, June 22-23, 2016, Vårdinge, Sweden

Memorandums of Understanding

- MenEngage MoU, Second Cycle 2011-2014), June 3, 2011
- MenEngage MoU, Feb 2012
- MenEngage Alliance Letter of Commitment, December 31, 2014
- MenEngage MoU, revised June 2016

<u>Other governance-related documents</u>

- Call for applications: Co-Chairs of the MenEngage Global governance board, August 2015
- Call for Nominations: Candidates for the Governing Board of the Global MenEngage Alliance

Planning, Monitoring and Evaluation

<u>MEA Internal PME</u>

- MEA global results framework 2012 consolidated
- Internal plan – (highlighting activities and outputs) 2013?
- MenEngage Sida work plan 2014
- MenEngage Sida work plan 2015

- Assumptions and risk map (2013?)
- MenEngage Alliance risk mitigation register, 2015
- MenEngage global work plan 2016
- MenEngage Alliance risk mitigation register, update 2016

<u>MEA External Evaluation</u>

- Evaluation of Progress, Accomplishments and Challenges 2008-2011, August 2011, Kate Fehlenberg, Gender Consultant

MEA partnerships

- Memorandum of Understanding between MenEngage Global Alliance and The Global Co-Coordinators of the MenCare Campaign Promundo-US Sonke Gender Justice MEA Publications and other MEA documents, October 31, 2015 – December 31, 2018

Other internal documents

- MenEngage Alliance Income Streams 2012-2016 (draft).
- Report on MenEngage Members and Women's Organizations within MEA, January 2016

MEA publications and other MEA documents

- Critical Dialogue on Engaging Men and Boys in Gender Justice - Summary Report, MEA, July 2016 (e-Dialogue draft and final documents), Nikki van der Gaag & Sinéad Nolan, June 2016
- Men, Masculinities and Climate Change – A discussion paper, MEA 2016,
- MenEngage Accountability Standards and Guidelines, 2014
- MenEngage Accountability Toolkit
- Change Begins Within: Practices and Processes of Accountability

- Report breakfast meeting Financing Gender Equality, March 2016
- Report of MenEngage Assembly in Delhi Nov. 2014

Other documents

- Towards a Conceptual Framework for Evaluating International Social Change Networks, by Martha Nuñez and Ricardo Wilson-Grau
- Monitoring and Evaluating Regional Networks against Violence. A think piece for Partners for Prevention, GBV Prevention Network and Intercambios. By Kalyani Menon-Sen, August 2011