

**FEMNET**



The African Women's  
Development and  
Communication Network

# MEN TO MEN



## Strategy Toolkit

For Working with Men to Combat Gender Based Violence



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# Abbreviations

<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>ALF</b>	African Life Foundation
<b>BCC</b>	Behavior Change Communication
<b>COVAW</b>	Coalition on Violence Against Women
<b>CSW</b>	United Nations Commission on the Status of Women
<b>DRC</b>	Democratic Republic of Congo
<b>GBV</b>	Gender Based Violence
<b>FEMNET</b>	African Women's Development and Communication Network
<b>HIV</b>	Human Immunodeficiency Virus
<b>ICON</b>	ICON Women and Young People Leadership Institute
<b>IEC</b>	Information Education and Communication
<b>MEGEN</b>	Men for Gender Equality Now
<b>MEW</b>	Men for Equality with Women
<b>MHRRRC</b>	Malawi Human Rights Resource Centre
<b>MTC</b>	Men's Traveling Conference
<b>NGO</b>	Non-governmental Organization
<b>VAW</b>	Violence against Women
<b>WRC</b>	White Ribbon Campaign
<b>ZNWL</b>	Zambia National Women's Lobby

# Acknowledgements

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The Men to Men would like to appreciate the focal point organisations and the team leaders for the Men to Men regional programme. We wish to particularly thank Emma Kaliya, Desmond Kaunda and Mercel Chisi from Malawi. Nelson Banda from Zambia Eliab Maganga and Geoffrey Chambua of Tanzania, Debbie Serwadda and Gerald Kikoyo of Uganda, Amadou Samake, Mama Koite and Maiga of Mali and Mama Gode Pezzo and the late Freddie Tshikedi and Elise Muhimuzi of Democratic Republic of Congo.

The information in the toolkit is a collection of rich experiences and contributions from a dedicated team. They include general members serving in all the Men to Men country programmes who include men and boys, women and girls of diverse socio economic backgrounds who have been actively involved in the Men to Men Projects activities across Africa.

The Toolkit is a compilation of experiences in programming by FEMNET for more than 8 years and this has been made possible through a consistent and steady support from local and international donors. The actual production of the toolkit has been made possible through financial support from Heinrich Boll Foundation- HBF East and Horn of Africa Office in Nairobi.

The process of putting together the toolkit was done by a team which included, Okumba Miruka, Philip Otieno, Stephen Otieno, Karanja Muraya and Thuku Njuguna. The team was coordinated at FEMNET by– Kennedy Odhiambo Otina.

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# Introduction

The overall goal of the Men to Men Programme is to create a critical mass of African men who are able to influence communities, organizations, and the public to embrace gender equality and women's human rights as a norm. The toolkit is aimed at providing men with easy to apply practical guidelines on how to work with fellow men to combat gender based violence - GBV as part of their contribution to enhancing gender equality.

The Men to Men Strategy Toolkit shares information, tools, activities, and skills building ideas and methods to support organisations and individuals to better understand the needs of working with men to address sexual and gender based violence and the spread of HIV in collaboration with women's rights organisations in Africa. The Toolkit provides a means to understand the dynamics of working with men on sexual and gender based violence issues. It shares, the myths and misconceptions, their fears, strengths and suggest some of the tested and working ideas that can be adopted, domesticated or improved for a greater impact.

It specifically addresses how to engage men to change negative socio cultural attitudes that make them look down on women and girls as lesser human beings. The toolkit can also be used to build a constituency of men to address other social issues that relate to human development and more specifically the intersection between gender based violence and the spread of HIV in Africa. The information in this Toolkit is designed to:

## Objectives of the toolkit

- **Build knowledge and skills** around mobilizing, identifying and building of a constituency of men to address gender based violence and the spread of HIV;
- **Be a tool for networking and collaboration** between women's rights organisations and men working to end gender based violence to build a holistic community response to gender based violence
- **Share practical and tested skills** in working with men as partners in combating gender based violence and the spread of HIV;

# Material and Contents of the toolkit

The toolkit consists of seven chapters; each dedicated to an important component of involving men in combating GBV.

**Chapter One** provides the historical background of the Men to Men Program. It traces the origin of the initiative, locates it within the context of other initiatives in different parts of the world and provides the philosophical rationale for involving men to combat GBV.

**Chapter Two** looks at the beliefs (what the men are convinced about), values (what drives their work) and operational principles (how the men combat GBV) of the Men to Men Program. This chapter also covers the myths and misconceptions about male gender advocates and provides counter-veiling facts.

**Chapter Three** looks at the mobilization and sustenance of men into the movement against GBV. It details strategies that have been successfully used to inspire, recruit and retain men into the movement. The chapter describes different constituencies of men and how to mobilize them. These steps have been used in particular contexts and are therefore only illustrative and meant to provide tips on what else can be done to mobilize men.

**Chapter Four** is on capacity building and training for the constituency of men combating GBV. Apart from specifying how the movement understands capacity building, the chapter provides details on different types of activities carried out to improve the knowledge, transform the attitudes and enhance the skills of men to combat GBV.

**Chapter Five** focuses on practical interventions i.e. the various activities carried out by the men in prevention and response to potential or actual cases of GBV. Beyond describing the activities, the chapter also lists the characteristics of an effective practical intervention. These are not prescriptive lists but indicators of elements to think about as best practices.

**Chapter Six** is on resource mobilization for Men to Men programs. The chapter examines general principles and approaches to resource mobilization, strategies that have been successfully used by the Men to Men Program and guidelines on how to develop convincing resource mobilization strategies.

**Chapter Seven** looks at the monitoring and evaluation of Men to Men programs. It highlights key elements to look at in determining the progress and success of the Men to Men initiatives and therefore what to plan and report on. Obviously, this varies from one situation to another and from one funding partner to another. Thus what is provided is essentially an expandable set of guidelines with the emphasis being that Men to Men programs must be systematically laid out, implemented, monitored and reported on.

At the end of every chapter is a highlight of the key terms used in the text. These are terms commonly used in the gender and development discourse as well as terms that have been developed and/or popularized by the Men-to-Men program.

## How you can use this Toolkit

This toolkit is to be used for mobilizing men to combat GBV. It has three main components that include the background section, the main body that contains three components including constituency building, training and capacity building and practical interventions targeting the activities and ideas of men taking action on GBV. Finally the document has the monitoring and evaluation which has guidelines and tools that can be used in monitoring and evaluating men to men programmes.

The toolkit is characterized by Introduction on the main topic and elaborates on the implementation of the activities, shares skills that can support initiation of a similar activity or enabling the reader think through the process and come up with new ideas. It provides basic tips to help navigate some of the common challenges.

The section can all be used together or in bits with other similar materials developed by other practitioners. Whereas the toolkit does not purport to be complete with every detail pertaining to GBV. Users are encouraged to read and explore ideas and where possible they can indulge the focal point organisation and the team leaders for support.

At the end of every chapter, the book provides a list and explanation to some of the terms used in the chapters. It is important to note that not all the terms used are generally understood by all but some are derived from the terms used in the programme.

## Intended Uses and Users

This is an assemblage of tools targeting potential and promising initiatives of men to combat GBV. It is primarily targeted at individuals and organized groups of men working to end GBV and to promote gender equality. Such groups may be specifically focusing on GBV or dealing with other aspects of male involvement in advocating gender equality such as in sexual and reproductive health, prevention and management of HIV/AIDS, mentoring of boys towards positive masculinities, peace building and conflict transformation, counseling, training and other elements of advocacy.

## About FEMNET

The African Women's Development and Communication Network (FEMNET) was founded in 1988 as a Pan-African membership-based network out of the African women's meeting held in Arusha, Tanzania in October 1984 to prepare for the 1985 United Nations Third Conference on Women held in Nairobi, Kenya. FEMNET was set up to monitor the implementation of United Nations human rights conventions and other commitments supporting respect, protection and fulfillment of women's rights, including the Nairobi Forward Looking Strategies for the Advancement of Women adopted at the Third World Conference on Women of 1985.

FEMNET seeks to advance women's development through the sharing of information, experiences, ideas and strategies among African women's non-governmental organizations (NGOs). Over the 24 years of its existence, FEMNET has grown to be a leading regional body in the promotion of women's rights, gender equality and women's empowerment through research, provision of critical information, strengthened linkages and collaboration among women's organizations across the region, capacity building for gender mainstreaming and effective organizing around women's rights issues. FEMNET's work is implemented in over thirty eight countries in Africa, through its membership and focal point organizations.





# HISTORY OF THE MEN TO MEN REGIONAL PROGRAMME

*This Chapter provides the historical background of the Men to Men Program. It traces the origin of the initiative, locates it within the context of other initiatives in different parts of the world and provides the philosophical rationale for involving men to combat GBV.*



## 1.1 Origins of the Men to Men Regional Programme

The FEMNET initiative of involving men to combat GBV can be located in movements in the 1990s to relocate the crusade for gender equality from being seen as a purely women's issue to a societal concern. One of the better known initiatives at the time was the White Ribbon Campaign (WRC) founded by Dr. Michael Kaufmann and others in Canada in 1991 to encourage men to individually and collectively oppose violence against women (VAW). The WRC was triggered by the Montreal massacre of December 6, 1989, when 14 women were killed by anti-feminist ideologues. Men opposed to VAW came out to express their outrage and opposition to VAW by wearing a white ribbon. The WRC has spread to many countries around the world and is now an international effort of men and boys working to end VAW.

In Kenya, Men for Equality with Women (MEW) was formed in 1999 out of women's outcry on the lack of men's efforts to eradicate GBV. One of MEW's activities was a well publicized march that campaigned against GBV. MEW's guiding principle was that men can be effective allies when approached and engaged as responsible citizens rather than when condemned en masse. MEW called on men to rethink their behavior and attitudes. Similar marches had been carried out in 1997/98 in South Africa. Other efforts were registered in Zimbabwe, Botswana, Malawi, Zambia and Namibia, all aimed at creating a visible presence of men combating GBV.

From December 6-9, 2001, FEMNET hosted a regional consultation of men from Kenya, Malawi, Namibia and South Africa to deliberate on how men can take on a distinct role in combating GBV. The men came from the police, judiciary, private sector, community organizations, universities, religious organizations, human rights bodies, professional organizations and political groups. The underlying principle was that men can be effective allies in combating GBV if they are mobilized to target other men through what was referred to as the Men to Men approach<sup>1</sup>. The consultation was held as part of the 2001 annual campaign on the 16 Days of Activism on Violence Against Women. FEMNET worked in partnership with a Kenyan Non-governmental Organization (NGO) called Coalition on Violence Against Women (COVAW), an international advertising agency called Thompson Kenya and leading Kenyan media houses to design and disseminate information and materials supporting the global campaign. This strategy and the campaign kit had specific messages targeting men in their various capacities as fathers, husbands, brothers, law makers, religious leaders, politicians and responsible citizens. FEMNET was also linked with a global dialogue on the role of men in combating violence on women, an initiative of the United Nations International Research Institute. The materials generated through the INSTRAW dialogue were used to inform the campaign.

***<sup>1</sup> Three Kenyan members of FEMNET (Okumba Miruka, Rose Chege and Njoki Wainaina) had encountered this approach in Malawi in the mid to late 1990s when family planning campaigns shifted from targeting women only to targeting men through male community-based animators. The idea was that due to patriarchy, it is men who made final decisions about sexual matters. As such, therefore, it was futile to target women without involving men.***

The consultation resulted in the creation of country teams, task forces, working groups and networks to follow up and link up with existing country efforts to combat GBV. In the long term, these efforts would result in increased advocacy for change in policy, law, practice and behavior and towards creation of societies where gender equality is a norm and where GBV is not acceptable. Specific tangible results that would emanate from the movement include:

The consultation was for men only, conducted by men well versed with gender issues and participatory methodologies. A keynote address, concept paper and country-specific presentations highlighted the situation of GBV and initiatives to tackle it. These formed a basis for discussion and reflection leading to proposals on the way forward. For more information visit FEMNET on line catalogue on [www.femnet.or.ke](http://www.femnet.or.ke)

## 1.2 Rationale of the Men to Men Approach

Many women face physical, emotional, economic, socio-cultural, sexual and political violence at different times of their lives in both private and public spheres. Regrettably, men are the major perpetrators of violence.

The Men-to-Men approach is based on the premise that, like women and other interest groups, men are able to group and pursue together issues and concerns of mutual interest including ending gender based violence. Although men have been identified as the major perpetrators of gender based violence - GBV, not all men violate women and girls. In fact, in their various capacities, men have a role to play in preventing and combating GBV. The starting point for doing this is to reach out to other men to convince them that GBV is an affront to masculinity and manhood.

The Men-to-Men strategy is a systematic process of empowering men to reach out to other men to combat GBV. In the past, programs paid little attention to the role men can play as allies in the achievement of gender equality. The Men-to-Men approach is rooted on the assumption that men are more willing to listen to other men than to women on issues of gender equality. It has been particularly observed that men feel comfortable when a fellow man discusses with them issues and are either dismissive or reticent when women attempt to do the same, especially when they are detailed issues of relationships. The same largely applies to women. The principle revolves around use of peerage to tackle issues of common interest. Such peerage could be on the basis of sex, age, profession, neighborhood, vocation and other axes.

The approach proceeds from the understanding that GBV is a complex and wide-ranging issue that is embedded in culture, economy, law, history, politics etc. All these factors act to construct ideas and manifestations of masculinity and femininity that can either promote or discourage GBV. In order to comprehensively tackle the vice, it is imperative to involve men as the majority perpetrators of but also as net losers from GBV. Men must be involved in prevention of GBV, raising awareness about the vice, changing social norms, modeling positive behavior and assisting victims and survivors of GBV. For them to do this, they must first change at the personal and family level before they can influence their communities and societies. Combating GBV is therefore as much about deconstructing masculinity as well as women's empowerment.



## 1.3 Regional Expansion of the Men to Men Programme

The Men to Men strategy of involving men to combat GBV has been tried in several countries in Africa. In Kenya, it has been implemented since 2003 under the name Men for Gender Equality Now (MEGEN), which operated as a project of FEMNET till 2008 when it was registered as an independent organization. In Malawi, the Malawi Human Rights Resource Centre (MHRRRC) is nurturing the MEGEN Malawi, which has a number of male-dominated agencies dealing with issues of GBV (the police, judiciary, prisons and other human rights NGOs).

After gaining concrete experience in working with men in Kenya, FEMNET expanded the program to cover six other countries namely: Uganda, Tanzania, Malawi, Zambia, Democratic Republic of Congo and Mali in its 2008-2010 strategic plan. FEMNET has since facilitated the launch of the Men-to-Men Regional Program in Mali, Uganda and Tanzania. The program works through focal point organizations in the seven countries covered. In East Africa, FEMNET is working with MEGEN, the African Life Foundation (ALF) and International Coalition on Newspapers (ICON) Leadership Institute as the focal point organizations for Kenya, Tanzania and Uganda respectively. The main function of the organizations is to establish a constituency of men and women committed to combating GBV through the use of local interventions that involve men and boys. In Tanzania, ALF has been working with boys and male teachers in four secondary schools in Dar es Salaam. In Uganda, the program is working with diverse men's groups in Munyonyo, Lyantonde and Gulu. ICON has a working group at Gulu University targeting young men in institutions of higher learning. In 2010, FEMNET undertook a country level training on GBV in Uganda and Tanzania where 60 men and boys were trained on masculinity and GBV. The training culminated in the development of individual and country level action plans. The presence of committed men in the struggle to combat GBV is gradually creating new voices especially addressing other men and confronting them to rethink hegemonic masculinities and espouse new identities and behaviors.

## 1.4 Recognition and Key Milestones of Men to Men Strategy

FEMNET's experience in working with men has contributed to a better understanding of the role men can play in combating GBV. FEMNET showcased MEGEN during the 53rd Session of the UN Commission on the Status of Women (CSW) in New York in 2009. The Men-to-Men strategy has also been studied by development scholars and globally recognized with the Ashoka Change makers Award as one of the most innovative approaches to changing attitudes in intimate partner relationships. The University of Virginia Women's Centre has been studying the project since 2005, and as a result, has established the Men's Program at the university. Another significant academic study of MEGEN is a Master of Arts thesis titled "The Role of Men in Combating Violence Against Women: The Case of Men for Gender Equality Now in Kenya" by Simon Okumba Miruka at Kenyatta University in 2010. New disciplines including family planning and armed conflict have adopted some of the components of the Men-to-Men strategy to influence their programs.

## 1.5 Men's Initiatives to Eradicate GBV in Other Parts of the World<sup>2</sup>

There are many men's initiatives now working to end GBV and VAW in different parts of the world. A few examples are:

1. **Europe:** White Circle of Security in the Czech Republic which has male lawyers, policemen, doctors and other professionals who come to the aid of women affected by violence.
2. **Asia:** Lawyers for Human Rights and Legal Aid in Pakistan which consists of men working to promote an effective juvenile justice system, protect women in jails and eradicate trafficking of children and women; and Men's Action for Stopping Violence against Women in India, which campaigns against VAW among the youth, local government officials, universities, media and government offices.
3. **Latin America:** Programme H, carried out by Instituto Promundo and other NGOs in Brazil and Mexico, which particularly engages young men in promoting gender equality and preventing VAW.
4. **North America:** Coaching Boys into Men, which seeks to cultivate healthy relationships between boys and girls.
5. **Africa:** Sonke Gender Justice is a non-profit organisation based in South Africa, working throughout Africa to promote gender equality and prevent the spread of HIV, Padare Enkundleni/ Men's Forum On Gender is an anti-sexist men based organization founded in 1995 in Zimbabwe and RWAMREC was founded in 2006 in Rwanda by like-minded men [with diverse experiences in gender and other social science disciplines] after they were prompted to act on national challenges related to gender-based violence (GBV) and gender inequalities

<sup>2</sup> For more details, see Miruka, S.O. (2010). "The Role of Men in Combating gender Based Violence: The Case of men for Gender equality Now", an MA project report, Kenyatta University.

## 1.6 Success Factors

Based on FEMNET's experiences, the following are noted as the key drivers of success of the Men to Men Strategy:

- a) **Hosting** of new initiatives by a well established organization that provides a credible image, structure and administrative support. In Kenya, this was done by FEMNET while in Malawi it was done by MHRRC and in Zambia it has been done by the Zambia National Women's Lobby -ZNWL. Such organizations provide coordination points and eliminate the inertia created when there is no particular network taking responsibility for specific actions;
- b) The participation in the movement of **individual champions** of gender equality that are willing to provide vision and leadership;
- c) **Volunteering** of personal time, finances, material resources, information and other inputs to building the movement;
- d) Reliance on **existing structures**, such as men's religious associations to reach out to men;
- e) Use of **inductive approaches** such as theatre to enable communities to discuss GBV with ease and to localize it to their contexts;
- f) Regular **exchange** activities with men's programs in other countries for synergy, experience sharing, fortification of strategies and motivation;
- g) **Capacity building** of the members to supplement emotional enthusiasm with technical knowledge and skills;
- h) **Diversification** of male constituencies and actors to minimize failures that arise from institutional and personal shortcomings;
- i) Use of **flagship** programs e.g. the Men's Travelling Conference and Rapid Response in Kenya and the Men and Boys Campfire conferences in Zambia;
- j) **Corporate identity** to provide the program with a distinct and easily identifiable public image. In Kenya and Malawi, this has been done in the form of red T-shirts while in the WRC, it is in the form of the white ribbon.



## Key Terms Used in the Chapter

**Gender:** The socio-cultural identities, roles and attributes assigned to males and females in a given society over and above nature. The concept includes the expectations held about the characteristics, aptitudes and likely behaviors of both women and men. Gender is learned and acquired during socialization. It differs from community to community and changes over time.

**Gender Based Violence:** Any threatened or actual harmful act targeted at women and girls or men and boys as an expression of differential power whether it is from males to females, females to males or between members of the same sex. The acts may be verbal, physical, sexual, economic, emotional and psychological or a combination and may also take any other form whether in private or public and during any stage of life.

**Equality:** Similarity in treatment of women and men as provided for in the Universal Declaration of Human Rights and other human rights instruments.

**Gender Equality:** Similarity in the treatment of girls and boys, women and men in recognition, allocation of resources and opportunities and in overall assignment of status.

**Empowerment:** The process and outcome of improvement in autonomy, achieved through access to knowledge, skills, resources and opportunities derived from the concept of power. Empowerment is about both men and women. Women's empowerment means developing their ability to collectively and individually take control of their own lives, identify their needs, set their own agenda and demand support from their communities and their state to see that their interests are responded to.

**Masculinity:** Ideas about what men and boys are and how they should behave. Most societies socialize their male children to assume superiority, leadership, dominance, aggression and entitlement.

**Flawed masculinity:** Negative and archaic expressions of manhood that perpetuate hegemony and gender based violence. Men are socialized to believe that they are superior and hence use it abuse women with little regard to human rights needs.

**Hegemonic masculinity:** Expression of manhood to dominate and subjugate others.

**Femininity:** Ideas about what women and girls are and how they should behave. Most societies socialize their female children to accept a lower status than boys, be service providers and aspire to master domestic roles.

**Men to Men:** The strategy of men and boys reaching out to fellow men and boys in order to influence them towards a specific goal such as combating gender based violence and participation in sexual and reproductive health interventions. The strategy is based on the belief and understanding that men and boys will pay more attention to other men and boys than to members of the opposite sex. The strategy therefore seeks to capitalize on this affinity to build bridges in order to mobilize men into a common movement.

**Perpetrator:** Is a person, group or institution that directly inflicts, supports or condones violence or other abuses against a person or a group of persons. Perpetrators are in positions of real or perceived power, decision-making and/or authority and can thus exert control over their victims.

**Violence:** Use of actual or threatened force or power against an individual or groups, that either results in or has a high likelihood of resulting in physical injury, death, psychological (emotional) harm, social maladjustment, deprivation or other suffering that may occur in the family, community and society at large.

**Survivor:** Person who has been a target of gender based violence but remains alive and is able to reconstruct own life. The word is preferred in the psychological and social support sectors because it implies resilience and avoids stigmatizing the person.

**Victim:** Person who has been a target of gender based violence and has suffered grievous harm or even died. "Victim" is often used in the medical and legal sectors to emphasize the harm.

**Men's Travelling Conference:** An outreach campaign during which skilled men and women travel across a given region and stop over at strategic places to sensitize the public on GBV, recruit members and build alliances with various actors.

**Rapid Response:** Quick action taken to rescue a potential or actual target of GBV, apprehend the perpetrator and link the survivor to support services e.g. medical facility, legal practitioner, administrative officer, physical shelter etc.





## CHAPTER TWO

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# 2

## **BELIEFS, VALUES AND PRINCIPLES**

*This Chapter looks at the beliefs (what the men are convinced about), values (what drives their work) and operational principles (how the men combat GBV) of the Men to Men Program. This chapter also covers the myths and misconceptions about male gender advocates and provides counter-veiling facts.*



From FEMNET's experiences in working with men to combat GBV and the spread of HIV/AIDS, there are a number beliefs, values and operational principles that have emerged. They show: the mindsets that men engaged in combating GBV must develop; what motivates men to combat GBV; how the men work; and the myths and facts about men engaged in combating GBV and the spread of HIV/AIDS.

## 2.1 Beliefs (Things Men Combating Gender Based Violence are Convinced About)

1. Men who are gender sensitive and observe women's human rights are able to make independent decisions to create homes and societies free of violence.
2. There are men in all spheres of society who do not approve violence but lack the space to work with others to end the vice.
3. There are men who have prevented and responded to GBV knowingly or unknowingly. Such men should be mobilized to inspire others to act on violence. Their actions need to be showcased to influence other men to create societies free of violence.
4. Most societies are patriarchal in nature. As a result, men hold most positions of power and responsibility. This power is often expressed negatively to perpetrate violence. Therefore, for violence to end, men must be empowered to use their power positively.
5. Violence is not a private affair between singular women and men but a societal malaise. It must therefore be tackled through a variety of means.
6. No man is born violent. Violence is socially learnt and can therefore be unlearned. It is imperative to unearth what makes men violent and therefore re-socialize men against it.
7. Violence does not only hurt women and girls; it also hurts men and boys. Men and boys who are empowered and understand the impact of violence in their lives can come together and work with women and girls to eradicate violence in homes and the larger society. This benefits everyone.
8. Men involved in combating GBV are not competing with women's organizations but are contributing to creating a better society in which both women and men can fully enjoy their rights and lives free of violence.
9. Men also suffer from violence from other men and sometimes even from women. Such men require support.
10. Eradicating GBV is part of a broader scheme of transforming gender power relations from hegemony to dialogue and collaboration.

## 2.2 Values (What Drives Men to Combat Gender Based Violence)

1. **Tenacity:** Persistence and consistency is imperative in fighting GBV.
2. **Patience:** Men who are resistant to gender equality need time to digest information and make decisions. Patience should therefore be exercised to avoid making them feel antagonized, judged or marginalized.
3. **Non-judgmental approach:** Not all men are violent and indeed there are many who feel uncomfortable with violence. Condemning men wholesale as violent is counterproductive and should be avoided. Messages targeting them to change their behavior should therefore provoke thinking and dialogue and motivate them to take action to prevent GBV.
4. **Commitment:** Men fighting GBV can be of any profile as long as they are persistent and ready to sacrifice for the betterment of their life, communities and the society. This commitment requires clear vision, courage, discipline, sense of justice and resistance to stigma and contempt.
5. **Integrity:** Men engaged in combating GBV must exercise a high level of personal integrity in order not to: exploit the beneficiaries of their work, seek personal glory or gratitude and collude with perpetrators to defeat the course of justice. In this regard, initial and periodic screening and self-assessments are imperative. As well, men in the movement must adhere to a personal and collective code of conduct.
6. **Technical competence:** Passion alone is not enough to combat GBV successfully. Therefore, men combating GBV must be well trained on gender issues in order to articulate them confidently and convincingly. This helps to break resistance and navigate through counter-arguments advanced by skeptics.
7. **Diversity:** Gender issues and forms of GBV vary from place to place and community to community. Therefore, the movement must include men from diverse geographical and cultural backgrounds for contextualization of approaches for relevance.
8. **Respect for survivor's choice:** While the ultimate goal is to have justice delivered to the survivor, men combating GBV should not dictate to the survivors the solutions but facilitate them to make informed decisions on the course of action to take.

## 2.3 Operational Principles (How Men Combating Gender Based Violence Work)

1. **Breaking men's silence:** The starting point for engaging men to combat GBV is to enable them to start talking about it and unveil their experiences and concerns. This is best done through use of inductive approaches such as artistic performances followed by structured discussions rotating around personal experiences.
2. **Sensitivity:** In discussing issues that men have strong opinions about, it is important that men are not antagonized and alienated. If that happens, they become defensive. Those facilitating men's dialogues should use an inductive rather than head-on approach. The dialogue should be systematic to unravel concerns and fears one by one in a comfortable and digestible way.
3. **Nurturing new masculinities:** Men need to unlearn negative things they have learnt about relations between women and men and espouse a less adversarial and less competitive norm in life. This helps men to develop new masculinities that abhor violence and enable them to gracefully accept new socio-economic realities and other changing roles in which men are not necessarily the breadwinners, heads of households and sole decision makers.
4. **Outreach, recruitment and retention:** For the movement to be effective, men must reach out to other men for critical conversations and engage with women on localized systems of combating GBV. This should eventually result in a solid movement of men against GBV. Such a movement is characterized by: shared vision; organized structures; diverse membership; multiple talents; wide geographical coverage; sustained interest; social support; innovation; and renewal.
5. **Mixed membership:** Men's movements against GBV gain rather than lose from a mixed membership of men and women. This enriches perspectives on how to tackle GBV; optimizes the comparative strengths of either group; facilitates rapport with members of the public; provides survivors with a choice of whom to talk to; tests the ability of men to work with women in equality; and benefits team members personally through interaction with members of the opposite sex.
6. **Partnership:** It is very important to collaborate with different specialized agencies in the chain of support to survivors of GBV in order to access prompt and professional attention. These actors solidify around health, security, law and psycho-social support.
7. **Role modeling:** Men fighting GBV must go through personal transformation and provide leadership by example. They must not only talk about GBV but walk the talk as well by being non-violent in their own personal lives. This requires adherence to an organizational as well as personal code of conduct. Exemplary behavior reinforces itself and influences other individuals to join the movement. In this context, members should be encouraged to use their personal testimonies. By being role models, men show that it is possible to be non-violent and espouse all the qualities of manhood. Role modeling also requires men to take and articulate strong positions on violence even if they are in the minority. They must condemn violence unequivocally.

8. **Practical experience:** Men who experience GBV first hand are self sensitized. It is therefore critical to have members exposed to practical responses to GBV to fortify their resolve and passion. Men combating GBV also need to be equipped with practical skills such as how to handle and interview survivors, interact with law enforcement agencies and assist survivors through legal processes.
9. **Practical interventions:** Combating GBV is more effective when advocacy is combined with interventions that directly impact survivors. This links survivors to diverse sources of help such as the police, judiciary, health providers and social workers.
10. **Men's agency:** The participation of men in the rescue of survivors is powerful in changing public perceptions about men and mobilizing community action in combating GBV. It also discounts the notion that all men are irresponsible and violent.
11. **Follow-up:** There must be follow-up of male gender advocates to monitor that interventions are working and to provide any extra support needed.
12. **Corporate identity:** Visibility and corporate identity is important for Men-to-Men programs. This is achieved through emblematic publicity materials, attire and flagship activities.
13. **Psychological management:** Combating GBV exposes activists to very distressing circumstances that can be damaging psychologically. It is therefore critical to provide stress management services to those combating GBV.
14. **Reference point:** Men in the movement need a constant reference point to sustain their membership. This reference point is their initial motivation to join the movement. In which case, they have to say: As long as the reason why they joined the movement has not been resolved, there is work to be done.
15. **Visibility and "audibility":** Men in the movement use every available opportunity to advocate against violence. For instance, they use mass media to showcase their interventions and to speak continuously against violence. Their voices must not be silent.



## 2.4 Myths and Facts About Men Combating Gender Based Violence

In engaging men to eliminate GBV, there are some common myths and misconceptions that have emerged. Some of the myths are common and widespread. Men combating GBV should be prepared in advance to face and respond to them with facts. If these myths are not addressed conclusively, they perpetuate unnecessary stigma and fear that hinder men from effectively combating GBV. By clarifying on the myths, men gain confidence and are able to separate facts from myths. The table below lists and describes the myths, but is by no means exhaustive. There are many other myths which can also be added and shared when working with men.

Myths	Facts
1. Men who advocate gender equality are henpecked, weak and concealing their true identity.	Men advocating gender equality are neither henpecked nor weak but are ideologically committed to ensuring that the human rights of all are respected and protected. In fact, they are courageous men who are not afraid to stand up to be counted.
2. Male gender advocates are competing for meager resources meant for women's human rights work.	Male organizations advocating gender equality are not in competition with women's organizations but are rather cognizant of the fact that no meaningful development can be achieved without the involvement of both women and men working together to create a better society. In fact, gender is not about women or men alone but about both. At the end of the day, gender equality benefits everyone.
3. Men cannot be feminists.	Feminism is an ideology not a natural trait. It is about sensitivity to the suffering of women and a commitment to changing the unsatisfactory situation. Both men and women have the capacity to develop such sensitivity.
4. All men are perpetrators of violence against women.	Although most cases of violence are perpetrated by men, not all men are violent. In fact, there are very many men who detest violence and have taken a stand against it. Men sometimes experience violence meted on them by fellow men or to a small extent by women which often go unreported.
5. All men are sexually promiscuous.	Sexual promiscuity is a behavior that is learnt and cultivated through socialization. In society there are both promiscuous men and women. Many men understand the implications of multiple sexual relationships and do participate in programs seeking to change risky sexual behavior that can lead to life-threatening infections and unstable relationships.

Myths	Facts
6. African men are so attached to their cultures that they cannot change to embrace gender equality.	Men are able to adopt new ways of thinking and lifestyles that promote human rights values, whether they are African or not.
7. Men in the movement for gender equality are motivated by selfish financial interests, are not accountable and will abandon the mission as soon as the finances dry up.	Men working for gender equality are largely volunteers who contribute their own personal resources (financial, time, material etc) to improve the society. Additionally, men combating GBV have been able to open their space and private life to feminist and human rights principles and believe in working with women to create a better society. They work with peers, partner organizations and women's rights organizations to transform resources into tangible benefits for the whole society.

## 2.5 Men's Fears and How to Overcome Them

In most societies, men are socialized to believe that they are superior and entitled to privileges. This mindset makes many men fearful of the changes in today's world in which the gap between women's and men's positions are rapidly closing. Men engaged in combating GBV are also products of our patriarchal societies and equally face pressures. In fact, they face pressures from two sides. First, they are under pressure to demonstrate that they are not emasculated. Second, they are under pressure to show that they are in the crusade for gender equality out of genuine concern for the betterment of the society and not for fleeting material benefits. The table below lists and describes fears faced by men engaged in combating GBV and possible solutions.

Fear	Possible Solution
1. <b>Failure:</b> The society places high expectations on men to succeed in every aspect of life. Any failure is met with negativity or even ridicule. In order to cope, men sometimes expose themselves to very risky situations and over-assert themselves to prove their masculinity e.g. by use of violence and consumption of alcohol.	<ul style="list-style-type: none"> <li>Educate men on the changing realities especially the changing roles of men and women.</li> <li>Build on individual strengths to complement areas of weakness.</li> <li>Use Men to Men mentorship and peer support programs.</li> </ul>
2. <b>Isolation:</b> Because they are still a minority, men engaged in combating GBV are frowned upon by those who consider them henpecked. This can lead to feelings of isolation and rejection.	<ul style="list-style-type: none"> <li>Identify areas of common interest for men combating GBV and use these to build strong social networks.</li> <li>Expose and link men working on GBV for regular exchange activities.</li> <li>Promote a large scale mobilization for men and promote positive peer influence.</li> <li>Establish local support groups for men combating GBV.</li> </ul>

Fear	Possible Solution
3. <b>Uncertain future:</b> Skeptics often point out that gender equality advocacy is slowly turning the scales against men and boys. They foresee a situation where men and boys are becoming disempowered in what may be regarded as a reversal of the status quo. These concerns create a sense of uncertainty among men combating GBV.	<ul style="list-style-type: none"> <li>• Demonstrate how gender equality benefits both men and women.</li> <li>• Share best practices and winning strategies.</li> <li>• Demystify power and gender relations.</li> </ul>
4. <b>Demeaning references:</b> Traditional materials on GBV tended to portray men in unflattering ways e.g. as Casanovas, alcoholics, mongers of violence etc. This blame-oriented approach discourages men involved in combating GBV and could create a backlash or lack of interest by men.	<ul style="list-style-type: none"> <li>• Treat men with respect.</li> <li>• Avoid generalizations that are not aligned with facts.</li> <li>• Do not stereotype men.</li> <li>• Develop materials that challenge men rather than condemn them.</li> <li>• Share factual information on GBV</li> </ul>
5. <b>Marginalization:</b> Men willing to combat GBV are sometimes marginalized by individuals, organizations and development programs still steeped in the belief that gender is about women alone. It can breed contempt in such men and lead them to undermine the program. This creates a suspicious and hostile environment for men willing to engage in combating GBV and reduces the impact that can be created through joint actions of men working with women.	<ul style="list-style-type: none"> <li>• Allow and accept men as stakeholders in eradicating GBV.</li> <li>• Promote men's participation in activities promoting gender equality.</li> <li>• Clarity on the concept of gender as encompassing both women and men.</li> <li>• Avoid the generalization of men as self-seekers.</li> </ul>
6. <b>Subordination:</b> Traditional gender practitioners tend to treat men involved in combating GBV as their inferiors and as people who must report to them. They put a lot of pressure on the men to account for their actions, show concrete results and give evidence of change in their lives. This makes the men appear like strangers rather than allies in such circles.	<ul style="list-style-type: none"> <li>• Demonstrate the value of men and women working together for the elimination of GBV.</li> <li>• Support the men to continue with and document their work.</li> </ul>
7. <b>Ignorance:</b> When men engaged in combating GBV have little information and knowledge about gender, they feel inadequate to articulate the issues convincingly.	<ul style="list-style-type: none"> <li>• Undertake capacity building and knowledge improvement on GBV for men engaged in combating GBV.</li> </ul>

It has also been established that there are ways in which men behave mainly influenced by masculinity that can be used positively to turn men into advocates for combating gender based violence. These may be summarized as follows:

1. **Men tend to have assertive personalities and a lot of drive:** Men feel happy when they are in charge of processes and keep challenging themselves on new and innovative ways to tackle GBV. Consequently, they do not like to be micro-managed but prefer to be allowed to decide on how to do their work. They would like to feel that they are implementing their own rather than externally imposed ideas. This makes them very determined to complete whatever they have started.
2. Because of the desire to be in control of their work and to show results, men work best when **assigned specific responsibilities to report on**. This makes them focused and dedicated.
3. **Men prefer to apply their professional backgrounds and specializations in tackling problems:** In this regard, therefore, assigning them roles in their areas of specialization and interest makes them more productive.
4. **Men are excited by adventure and challenges:** This makes them particularly responsive to physical rescue missions.
5. **Men derive a lot of satisfaction from tangible results:** Because of this, they are very hands-on and would like to show outcomes. This does not only make them proud, **but** it also motivates them to continue.
6. **Men enjoy prestige and recognition:** The opportunity to work with systems of authority such as the police and local administration is very satisfying to them. The occupiers of these offices, who are mostly men, are also more responsive to men. This rapport consolidates into an effective and responsive partnership in assisting survivors of GBV.
7. **Men work best when amongst peers:** It is therefore important to consider age (among other factors of peerage) when allocating responsibilities.
8. **Men are sensitive to condemnation:** Men respond better to being shown the “right” way to do things than being scolded about the “wrong” way. It therefore helps to appreciate what men are already doing right as a building block to correcting what they are doing wrong.
9. **Men can be inspired by positive examples of masculinity:** In order to adopt gender equitable lifestyles men borrow from positive masculine behaviors and attitudes.



# Key Terms Used in the Chapter

**Men's agency:** The deliberate and strategic decisions and actions by men as promoters of change.

**New masculinities:** Reformed notions and expressions of manhood devoid of hegemony and violence.  
Gender power relations: How notions of power are exercised in relations between men and women. For instance, some men use violence against their spouses to assert their power.

**Patriarchy:** Literally means the rule of fathers. It is the ideology that assigns males supremacy over females in all aspects of life.

**Feminism:** The ideology that counters male supremacy and seeks equal status for women in relation to men.

**Hegemony:** Domination of others.

**Practical intervention:** Activity to prevent potential acts of gender based violence from occurring or responding to them after occurrence.





# 3

## CONSTITUENCY BUILDING

*This Chapter looks at the mobilization and sustenance of men into the movement against GBV. It details strategies that have been successfully used to inspire, recruit and retain men into the movement. The chapter describes different constituencies of men and how to mobilize them. These steps have been used in particular contexts and are therefore only illustrative and meant to provide tips on what else can be done to mobilize men.*



### 3.1 Definition

Constituency building is the process through which the men's movement against GBV is widened to gain more members, inform the public and form alliances with like-minded individuals and organizations. The primary purpose is to reach out to men and boys with the view of assisting them to understand the importance of ending GBV and realizing that they equally stand to benefit from a more equal society. The constituency building is aimed at creating a critical mass of men and boys who are able to influence communities, institutions, organizations, and the public to embrace principles of gender equality and human rights, and to participate in ending GBV.

### 3.2 Constituencies of Men and Boys

In order to target the men and boys, it is useful to classify men into four main constituencies, described below, which may overlap.

- a) **Geographic constituencies:** This refers to men and boys who live in and share a defined geographical territory such as a county or electoral area, whether urban, peri-urban or rural. The mobilization of geographic constituencies takes into account existing administrative boundaries and physical proximity in order to ensure that the members can regularly interact.
- b) **Thematic constituencies:** This refers to men and boys organized around a particular issue of concern such as GBV, HIV/AIDS, sexual and reproductive health, maternal and child mortality or human rights. In most cases, mobilizing such men mainly requires mapping the relevant thematic groups and developing a relationship with them. Often, such thematic groups are also institutionalized.
- c) **Institutional constituencies:** This refers to men and boys who belong to a given organization such as similar employer or religion. To mobilize such groups, formal invitations are made to the institutions and modes of operation developed that integrate the aims of the men's movement with those of the institution from which men are being mobilized.
- d) **Demographic constituencies:** This refers to men defined by demographic factors such as age, economic status, social standing or political affiliation. To mobilize this group, it is best to use a peer who is familiar with the group's norms in order to bring them into the movement.

### 3.3 Factors that Motivate Men to Join the Movement

Different men are inspired by different reasons to join the Men-to-Men program. Some motivating factors often highlighted by the men in the movement are as follows:

- a) **Personal experience** of violence as either a perpetrator or victim/survivor (primary or secondary); For instance, some men grew in families where spousal violence was the norm and they became uncomfortable with one of their parents constantly violating the other. This made them hate violence and be motivated to join initiatives fighting it.
- b) **Association with a good cause:** Some men join the movement because of their rational recognition of violence as a negative thing and the creation of a non-violent society as an ideal that needs to be supported. Such men appreciate the costs of violence not only to the individual but also to the whole society. They seek to correct the negative image of men as the perpetrators of violence.
- c) **Professional expertise:** Some men join the movement in order to contribute their talents and professional knowledge and skills.
- d) **Novelty:** Some men are attracted to the movement because it is a new venture that exposes them to new and exciting experiences. For instance, a substantial number of members of MEGEN were attracted by the annual MTC which accords them an opportunity to travel out of their own localities, meet other people and engage in publicly visible activities.
- e) **Personal benefits:** Some men join the movement because of expectation of tangible and non-tangible benefits e.g. recognition, employment, career advancement etc.
- f) **Need to belong:** Some join the movement because of a need to be associated with others for social and other purposes.

## 3.4 Tools for Mobilizing Men

The various tools that are used to mobilize men into the movement are described below.

1. **Community forums:** Individual members introduce the initiative to their neighborhoods and make arrangements for public forums at which the community is sensitized on GBV and develop community based vigilance against the vice. Strategic entry points used include religious, community based and civil society organizations. During the forums, inter-gender dialogues are held.
2. **Publicity:** This is achieved through various means such as the use of Behavior Change Communication (BCC); Information Education and Communication (IEC) and promotional materials; through radio and television coverage; and through the internet.

### Tips for Developing Behaviour Change Communication Materials

- Ensure that the dignity of those portrayed in the materials is maintained.
- Resources permitting develop very specific materials and translate them into different languages to suit different audiences.
- Project messages that do not condemn wholesale but challenge the audience to think about the issue and take action.
- Use simple language.
- Choose colors that attract attention.

3. **Mass outreach:** This involves the use of approaches that reach more people than can be reached through community forums. In MEGEN's case, it has been done through the annual MTC carried out during the 16 Days of Activism when MEGEN travels from the capital city to different parts of the country and makes stopovers at market centers, schools, churches etc to sensitize the public on GBV, stimulate interest, appeal for male involvement in combating GBV and determine areas for follow up in establishing new chapters. It uses songs, drama, visual arts and seminars to reach out to the public. Journalists are included in the entourage to file reports and sustain national attention on the activity. The group travels in buses branded with messages on GBV so that even pedestrians are reached as the buses pass through the villages. Afterwards materials such as posters, T-shirts and brochures containing contact addresses are distributed. Courtesy calls to institutional actors in the locality are also made to establish ground for future collaboration. The MTC is a very important bonding activity for members. It keeps them together for an average of one week during which they get to know one another better, renew their commitment and learn from one another. The MTC also acts as an avenue for distributing BCC materials (e.g. posters, T-shirts and brochures) and to build alliances with institutional actors that are relevant in combating GBV e.g. the local administration and the police.
4. **One to one contact:** Men combating GBV also hold one to one discussions with members of the public and use a sign-up sheet in which the potential members declare their commitment to ending GBV and provide their contact details for follow-up.

5. **Role modeling:** This is a method through which individual members tell their personal stories and declare their opposition to GBV. The aim is to enable other men to overcome their fear and talk about themselves. They demonstrate that change from a violent to a non-violent man is possible and desirable.
6. **Grassroots expansion:** This is done through Men to Men constituency establishment to enable the movement to take root beyond urban centers. The constituencies establish plans and implement community based activities, especially community sensitization and rescue of survivors of violence. They also identify and introduce potential members to the secretariat for official admission. However, chapter establishment is only meaningful if accompanied with financial and structural support and guidance.
7. **Targeting unique groups:** The movement recognizes groups of men who would easily be disregarded because of the public view about them as incorrigible people e.g. touts in public service vehicles. It goes out of the way to reach these men based on the principle that a movement seeking transformation cannot afford to ignore any category of men based on public perception but must instead seek to engage with them.
8. **Recruitment of professionals:** members being recruited are asked to state their technical areas of expertise so that they can be deployed to the relevant committees for the movement e.g. training, fund raising and art.

## 3.5 Ways of Engaging and Retaining Men in Combating GBV

1. **Training** of the members enables them to acquire new knowledge and skills that make it possible to face other men with confidence and respond to issues raised in forums.
2. **Tasking** and **sharing** out of roles is done to ensure that as many members as possible are involved in the activities of the program. The members are often organized around thematic committees responsible for specific lines of action.
3. **Regular meetings** are used to sustain the link among members and provide a platform for them to share ideas and to support each other towards positive change. These forums enable the members to (re)motivate one another, vent out their frustrations and fears and share optional practical strategies for handling complicated cases.
4. The movement requires all members to be on call permanently through an edict that all members are **responders**. This means that every member has a responsibility to act on a case of GBV that comes to their attention. The exposure this provides enables members to realize the enormity of GBV and to strengthen their resolve to combat it.



5. **Networking** among various men's groups locally and internationally is used to enhance the member's understanding of the multi-dimensional nature of GBV and to share skills in dealing with it. It also helps to encourage them in the knowledge that they are not alone in the fight.
6. **Follow up and Recognition** of the good work of members is important as it mobilizes positive energy towards the course. This can be done through internal mechanisms within the movement. But it also comes from beneficiaries of the work of members and partners. For instance, some members of MEGEN Kenya have been appointed into local security mechanisms and even assigned honorary positions by partners they have been working with. The recognition also comes through invitations by media houses to contribute to discussions on GBV.
7. **Members' welfare:** Two key elements of members' welfare are material well being and psycho-social health. If these are not attended to, the risk of attrition of members is very real because they will be overwhelmed by inability to meet their basic needs and could also become psychological wrecks due to exposure to traumatic experiences. In this regard, therefore, a welfare element is set up to enable men to run income generating activities and manage their psychological health. The latter requires collaboration with individuals and institutions that provide psycho-social assistance to members.
8. **The Men 's Campfire conference:** FEMNET sponsored the first men's campfire conference in Zambia where men from diverse background gathered at night in a village east of Lusaka under a bonfire to discuss gender based violence .
9. **Conferences and Seminars:** these are meetings that are organised with a specific purpose time and agenda. Men can be reached through a platform where people share experiences and exchange ideas on GBV.

## Key Terms Used in the Chapter

**Constituency building:** The process of reaching out to and recruiting men into the movement of men against GBV. Constituencies of men may be geographical, thematic, institutional or demographic.

**Inter Gender Dialogue:** A structured forum during which men and women openly discuss their experience of GBV, challenge one another on their behaviors and jointly agree on how to deal with GBV in their local setting. The objectives are to: identify and narrate personal experiences of GBV as a perpetrator or victim/survivor; recognise that GBV is a widespread problem manifested in different ways; gain insights on the perspectives of the other sex on GBV; and develop practical solutions and action plans to eradicate GBV.





## CHAPTER FOUR

# CAPACITY BUILDING



*This Chapter is on capacity building and training for the constituency of men combating GBV. Apart from specifying how the movement understands capacity building, the chapter provides details on different types of activities carried out to improve the knowledge, transform the attitudes and enhance the skills of men to combat GBV.*



## 4.1 Definition

For the Men to Men Program, capacity building is the process of empowering men to understand and work on issues of GBV. Men who have benefited from trainings build the capacities of others men and use their skills to educate communities on GBV with the eventual aim of having the communities develop their own action plans to tackle GBV at their own level.

## 4.2 Types of Training

Different types of training are conducted in the Men to Men Program. They include;

1. **Gender sensitization:** This is the first step towards capacity building. Men who have been reached through various entry points are brought together and taken through an eye-opening session on gender and GBV. This is usually a one to two day activity which covers basic concepts such as: sex, gender, patriarchy, matriarchy, equality, equity, masculinity, femininity, violence, gender based violence, power etc. Critical in this is an exposition on social construction of gender and masculinities. In this session, participants are enabled to understand how males and females are socialized and the implications of the socialization in creating violent individuals and societies.

## 4.4 Sample Sensitization Program

Time	Topic/Activity
9.00am	<b>Session One : Gender Based Violence</b> <ul style="list-style-type: none"><li>• Concepts, Forms &amp; Consequences of gender based violence</li><li>• Dialogue</li></ul>
10.30am	Break
11.00am	<b>Session Two: HIV/AIDS</b> <ul style="list-style-type: none"><li>• Definitions</li><li>• Prevention and Protection</li><li>• Care-giving</li><li>• Dialogue</li></ul>
1.00pm	Lunch
2.00pm	<b>Session Three: the Role of Men</b> <ul style="list-style-type: none"><li>• Combating GBV</li><li>• Preventing HIV/AIDS</li><li>• Providing Care</li><li>• Inter-gender dialogue</li></ul>
3.30pm	Break
4.00pm	<b>Session Four: Action and Follow-up</b> <ul style="list-style-type: none"><li>• Existing opportunities for groups to plug into, network building</li><li>• Action plans</li></ul>
4.30pm	Conclusion and Departure

2. **Training of trainers:** During the sensitization, individuals who demonstrate good mastery of the concepts and show aptitude for training are identified and invited for a second round of training. They are then taken through a more elaborate training to prepare them to train others, especially communities. This training revises the topics covered during sensitization and then takes the participants through other detailed topics such as evolution of the gender and development approach, gender analysis, laws related to GBV, how to conduct inter-gender dialogues, case management, team work and training skills. The trainers are then assigned to conduct training under the supervision of a more experienced practitioner who backs them up and provides them with feedback on areas for improvement.
3. **Refresher training:** This is a session for those who have had opportunities to apply the training skills to share their experiences and go through remedial training on weak points. The training involves members conducting peer training on specific topics after which feedback is provided. The experienced trainers also equip the trainers with advanced content on gender and training skills.
4. **Community training:** These are sessions conducted for community members. They are basically meant to create awareness about human rights and GBV for behavior change and local action. A key approach used during this session is the inter-gender dialogue.
5. **Exchanges:** The capacity of members is also built through exchange activities when members from one group or chapter visit another for purposes of sharing ideas, challenges and best practices to improve their abilities to carry out specific work on GBV. Such exchanges may be in-country, regional or international.
6. **Tailor-made in-house training:** This is a client-based training that is tailor made to enable the client (usually an organization) to develop internal mechanisms for dealing with GBV. Before such training is done, it is imperative to conduct a training needs assessment and get adequate briefing on the needs of the organization. Such training usually includes topics covered during sensitisation, gender issues at the work place (including GBV), legislation on gender issues (including GBV), national and internal policy frameworks and action planning.

### Tips for Developing Behaviour Change Communication Materials

- Plan thoroughly for every training assignment. No two training activities are exactly the same.
- Give participants an opportunity to share their personal experiences of violence, either as perpetrators or victims/survivors. Ask them to relate how they felt and what would have been a better alternative to their experience.
- Use participatory methods that ensure that everyone contributes. Probe silent participants for their perspectives.
- Allow arguments and discussions. They help to clarify issues and reveal people's concerns.
- Do not marginalize participants who are more critical or who appear to be more skeptical than others. Many of them are usually dealing with the shock of having to see things from a different perspective and need to be helped to overcome their prejudices.
- Deflect questions to participants to help them critically look at the issues under discussion.
- Use real life examples to illustrate.
- Use humor but avoid demeaning references on people because it leads to antagonism.
- Use role plays creatively as a springboard for discussions. For instance, role plays in which males act female roles and vice versa are very powerful in making people experience differential power relations.

## 4.3 How to Conduct an Inter-gender Dialogue on GBV

### Step One

1. Form same sex groups and retreat to a work station.
2. Each member of the group relates a personal experience with GBV as perpetrator or victim/survivor and its effects on the member.
3. Other members probe to gain more details.
4. Summary is made on lessons from the exchange.

### Step Two

1. Each intra-gender group generates questions to pose to the opposite group on relations between men and women regarding GBV.
2. The questions are recorded and distributed among members.

### Step Three

1. The two groups come together as panels and take turns posing their questions and receiving responses.
2. Other members of the congregation who did not join the group (plenary) then join the discussion by asking questions and providing their own insights.

### Step Four

1. The groups reconvene separately.
2. Men and boys, women and girls generate proposals on what they would like women to do to eradicate GBV.
3. Women generate proposals on what they would like men to do to eradicate GBV.

### Step Five

1. The panels reconvene and the proposals are floated.
2. The groups reconvene and develop action plans based on the proposals floated and their own insights.
3. The action plans are merged into a common action plan.

### Ground Rules Applied

1. Confidentiality: No information revealed during the dialogues should be divulged elsewhere.
2. No judgment.
3. Questions must be genuine even when they put the respondent in an awkward position.
4. All questions must be answered.
5. Honesty and good faith in all statements (questions, responses, insights).



4.5 Sample Training of Trainers Program

Time	Day 1	Day 2	Day 3	Day 4	Day 5
8.00 am	Module 1: Getting Acquainted	Module Four: Gender Based Violence	Module Six (continued)	Practicum: Peer Training	Practicum: Peer Training
9.30 am	Module Two: Evolution of Gender and Development and Key Concepts				
10.30 am	Tea Break	Tea Break	Tea Break	Tea Break	Tea Break
11.00 pm	Module Two (continued)	Module Four (Continued)	Module Seven: Adult Learning Principles and Communication	Practicum: Peer Training	Feedback on Peer Training
12.00 noon	Module Three: Social Construction of Gender				
1.00 pm	Lunch	Lunch	Lunch	Lunch	Lunch
2.00 pm	Module Three (continued)	Module Five: HIV/AIDS	Module Eight: Planning and Managing a Training event	Practicum: Peer Training	Action Planning
4.00 pm	Tea Break	Tea Break	Tea Break	Tea Break	Tea Break
4.30 pm	Module Three (continued)	Module Six: Gender Analysis Frameworks	Team Building	Practicum: Peer Training	Evaluation and Closure
Evening	Readings and Videos	Readings and Videos	Readings and Videos	Readings and Videos	Readings and Videos

Key Terms Used in the Chapter

**Capacity building:** The process of empowering men to understand and work on issues of GBV along with other men. The men that have benefited from the capacity building in turn build the capacities of other men and use their skills to educate communities on GBV with the eventual aim of having the communities develop their own action plans to tackle GBV at their own level.

**Gender Analysis:** The systematic scrutiny of information to expose the differentials in the conditions and positions of women and men, girls and boys. It aims at enhancing the understanding of the existing gender relations and inequalities.

**Sex:** Biological differences between females and males. They are natural, physiological, universal and unchanging. Sex differences are found in all living things including animals, insects, fish, birds and plants.

**Stereotypes:** A fixed set of generalizations about a group of people e.g. that all men are philanderers.



CHAPTER FIVE

5

PRACTICAL INTERVENTIONS

*This Chapter focuses on practical interventions i.e. the various activities carried out by the men in prevention and response to potential or actual cases of GBV. Beyond describing the activities, the chapter also lists the characteristics of an effective practical intervention. These are not prescriptive lists but indicators of elements to think about as best practices.*





## 5.1 Definition

Practical interventions are activities to prevent potential acts of GBV from occurring or responding to them after occurrence.

Prevention involves two major aspects. First is the education of community members on GBV so that they are able to detect potential cases and take action before the actual GBV happens. Second is for a member of the program to prevent the occurrence of GBV by reporting it to the local administration or police, advising the potential target of the violence to take precautions, removing the potential target from the location, warning the potential perpetrator against the intended action etc.

Response refers to action taken when the violence is being committed or after it has been committed. It includes: rescuing the survivor, apprehending the perpetrator, referral of the survivor to an appropriate service provider (health, psycho-social, shelter, legal) and follow up of the survivor to the conclusion of the support provided. Below is a description of some practical interventions.

## 5.2 Examples of Practical Interventions

### 5.2.1 Rescue

This is the physical removal of the target of violence from the clutches of the perpetrator and apprehension of the latter. It is one of the most visible aspects of the Men-to-Men program. Rescue missions work closely with the police, local administration, community and mass media. The involvement of the media in every mission helps to publicize the issue and move it from the private to the public sphere. Rescues are conducted by any member in the vicinity (every member is a responder). Such a member then links up with the Rapid Response/Survivor Support team of the Men to Men Programme for reinforcement and further support. An effective rescue mission is characterized by:

- Fast and efficient communication and linkage with other movement members in the locality;
- Team consisting of both men and women;
- Members who are knowledgeable about the existing local, national and international laws concerning GBV;
- Involvement of the local community in the rescue and readiness to be witnesses in courts of law;
- Partnership with law enforcement agencies;
- Speed and efficiency in all actions;
- Provision of first aid to the survivor;

- Capacity to apprehend the perpetrator;
- Comprehensive recording of the situation observed;
- Safe custody of evidence for medical and legal follow-up;
- Recording of the occurrence with the police;
- Referral to relevant service providers soon after rescue such as medical, legal, psychosocial and shelter.

### 5.2.2 Counseling

Counseling should be done to help the survivor and members of the family at every stage. Counseling should be done to help survivors manage their emotions, develop confidence and make informed decisions on the next course of action.

Effective counseling is characterized by:

- Confidentiality;
- Maintenance of the dignity of the survivor;
- Education about available options;
- Respect for the survivor's wishes and decisions.

### 5.2.3 Provision of Shelter

This refers to placing the survivor of GBV in a safe residence for a period of time before he/she can return to the community. In order for men to realize this, they must link up with shelter providers. Unfortunately, there are not many shelter providers and the few that exist have limited capacity due to funding constraints. While at the shelters, survivors receive counseling, are advised on the options available to them including legal redress, and are empowered in many other aspects including economic independence.

A good shelter should:

- Be located away from the location where the violence occurred;
- Be secure from intrusion by the perpetrators or accomplices;
- Have adequate boarding and lodging facilities for survivors;
- Be close to and have links with other service providers such as the police, health facilities, psychosocial service providers and legal services;
- Have well trained and empathetic staff.

### 5.2.4 Referrals

This is a system of actions through which the survivor is linked to specialized support depending on need. The chain of service providers are: shelter providers, the police, judiciary, medical services, psychosocial counselors and community action groups.

An effective referral is characterized by;

- Speed in action;
- Proper documentation of services provided;
- Linkage with other service providers for further action;
- Easy access to needed services;
- Confidentiality;
- Efficient, well trained and empathetic staff;
- Follow up to the conclusion of the support.

### 5.2.5 Public Interest Litigation

There may be many laws on GBV in place that remain untested. There are also unique cases that defy known legal provisions. Public interest litigation refers to taking cases to court to test the untested laws and develop precedence for future cases of a similar nature. For men to do this, they need to work with activist legal practitioners, usually pro bono advocates, and civil society organizations.

Elements of effective public interest litigation include:

- Serialization of the case in the media;
- A strong and high profile team of legal practitioners, civil society organizations and activists;
- Mobilization of the public to follow the case;
- Documentation of the entire process for future reference.

### 5.2.6 Solidarity

Survivors of GBV are vulnerable, most family members are vulnerable. The loneliness is particularly evident in court where most of the survivors are not accompanied and cannot even afford legal representation. As a solidarity measure, men accompany the survivor to record statements at the police station and attend court sessions. Court solidarity puts pressure on the judiciary to apply the law without favor and to speed up the case. It also sends a message to the perpetrator that the case is being closely watched while emboldening the survivor to pursue justice relentlessly. In unfortunate cases where life is lost, members also attend funerals to offer solace to the family of the victim. Solidarity can also be offered through acts akin to picketing or boycott of services provided by a perpetrator.

Elements of effective solidarity include:

- Giving primacy to the needs and interests of the survivor;
- Accompanying the survivor to the police station to record statements;
- Adequate information on the facts of the case;
- Availability of a large group of men for visibility and to take different roles;
- Order in the group;
- Mobilizing a legal representation team;
- Physically accompanying the survivor to service providers;
- Working with the media for publicity;
- Follow-up on responses from the public and institutions concerned.

### 5.2.7 Material Support

Most survivors of GBV are economically deprived and cannot afford basic necessities such as food, transport costs, clothing and even a place to sleep. Some have children to care for and could be bed-ridden for long periods of time while recuperating. To such survivors, men provide material support that could be characterized by:

- Referral to free support services;
- Socio-economic programs that enable the survivors to reconstruct their livelihoods;
- Donations of food, cash, clothes and accommodation.

### 5.2.8 Media Outreach

The media plays a multiplicity of roles and should be mobilized to support survivors. They can do this by, among other things: keeping the case alive in their coverage; writing and broadcasting discussion items on the theme; questioning the actions of service providers; highlighting the men acting in solidarity with survivors; and tracking fugitive perpetrators.

Effective use of the media is characterized by:

- Direct contact with influential personalities in media houses;
- Sharing of accurate and adequate information about the issue;
- Availability when the media needs updates;
- Participation in talk shows and other opinion shaping activities;
- Sustained coverage.



### 5.2.9 Petitions and Campaigns

To raise awareness of and involvement on GBV issues, men can gather signatures in support or opposition of a particular course of action such as an unfavorable new law. Different types of campaigns can also be carried out e.g. demonstrations, media publicity, lobbying etc.

Effective petitions and campaigns are characterized by:

- Clarity of the subject enhanced;
- Publicity & visibility of issue raised;
- Specific demands for action;
- Involvement of a large mass of people;
- Involvement of various stakeholders;
- Outreach to decision makers;
- Follow up on commitments by duty bearers.

### 5.2.10 Engaging Perpetrators in Correctional Institutions

Most perpetrators who get convicted serve their jail terms and come out without reforming or preparation to re-enter the society. Neither are members of the community prepared to accept them back. The net result is that the perpetrators revenge with more vengeance, and return to jail. Men combating GBV can work with perpetrators who are in confinement to educate them about GBV and make them allies once they come out of jail.

Effective work with those in correctional services includes:

- Upholding the dignity of the convicts;
- Exposing the convicts to development in laws regarding GBV;
- Counseling and preparing perpetrators and community for reintegration into the community.

### 5.2.11 Men in the Context of HIV

Men have been at the periphery in providing care and support to family members infected with HIV. But when they are infected, men expect attention and support. To this end, it is important to involve men in preventing their own and others' infection as well as providing care to their infected family members.

Such interventions should be characterized by:

- Sensitivity to men's health;
- Promotion of health seeking behavior among men;
- Education of men on risky sexual behavior;
- Encouragement of male participation in sexual and reproductive health issues;
- Establishment of male-friendly health services;
- Promotion of discussion about men's health.

## 5.3 Qualities of Effective Practical Interventions

The purpose of a practical intervention is to have an immediate and lasting impact on the survivor. For this to happen, the intervention should exhibit the following characteristics.

1. **Structure:** The process put in place to prevent and/or respond to GBV should not be haphazard but have a clear procedure. The structure implies having a team with complementary skills, code of conduct for members, clear systems of communication, coordinated action, documentation and follow-up.
2. **System:** The actions to prevent and respond to GBV should involve a multiplicity of service providers in a chain that includes rescuers, shelter providers, the police, medical services, legal services, psychosocial support, community action and follow-up.
3. **Informative:** Those involved in the intervention should be in custody of operational information that includes: the location of the survivor and perpetrator, type of GBV, means of transport, contacts with other service providers and security implications of the rescue mission.
4. **Knowledge:** Those involved in the intervention should have working knowledge about: the law on GBV, statutory requirements with regard to evidence, procedures followed by the police, judiciary and medical services and administration of first aid.
5. **Timeliness:** The action should be taken before it is too late. Timeliness can ensure that GBV is not committed, that the survivor is rescued before severe injury or death, that the perpetrator is apprehended before escaping and that life saving medication is administered when it can make a difference.
6. **Respect:** The actions taken should maintain the human dignity of both the survivor and perpetrator. For example, both should be accorded privacy and the suspected perpetrator should not be molested extra-judicially. The survivor should not be subjected to further trauma, for instance, by being asked questions when not able or ready to respond.
7. **Sensitivity:** The responders should be aware of the cultural, religious and social diversities in the society and hence use appropriate language and approaches to the people they work with. They should be diplomatic but firm in taking the action towards ending GBV. Sensitivity also implies listening to the wishes of the survivor.
8. **Safety:** Responders expose themselves to situations in which they could themselves be physically battered, verbally abused or face numerous other reprisals from perpetrators and their supporters. They should not risk their own lives in carrying out rescue missions. Interventions should also not leave families and communities in discord but provide opportunities for both men and women to work together.

9. **Transformational:** The intervention should challenge by-standers – those who have been indifferent to GBV – to think and act differently.
10. **Measurability:** Interventions should have explicit outcomes in the life of the survivor. Such results can be physical safety, legal redress, apprehension of perpetrator, medical treatment etc. These results give the Men-to-Men programs credibility and visibility. At the end of the day, the intervention should help the survivor put the past behind and move on.

## 5.4 The Responder

This is a member of the movement who takes action to prevent or respond to GBV. As a matter of principle, all members of the movement are responders. However, a specific committee is also constituted to coordinate rapid response and survivor support after rescue. This committee equips members with skills and tactics of conducting rescue operations. An effective responder should have the following qualities:

- a) **Grooming:** The responder is the face of the organization and should be physically presentable. The kind of attire one chooses to dress in can lead to being attended to or dismissed by service providers.
- b) **Confidence:** The intervener should approach each situation without fear but with authority. This will open doors and facilitate the work.
- c) **Courage:** Practical interventions, especially rescue missions, are often carried out under difficult circumstances including late hours, unfamiliar locations and among hostile people. This requires a responder to be brave without compromising personal safety and security.
- d) **Commitment:** Interventions often take a long time and require a lot of resources to carry out and conclude. The responder must therefore have a lot of stamina and focus on the desired result.
- e) **Respect:** Both the perpetrator and survivor have rights and as human beings deserve respect. This should be seen in modesty of language and respect for personal space. In the same token, a responder should not engage in a fight with the alleged perpetrator or label them negatively.
- f) **Humility:** The responder should not seek personal gratification or glorification for doing the acts of prevention and response.
- g) **Integrity:** Survivors and their relatives may have so much confidence in the responder that they are ready to offer rewards. Hero worship, money or favors should be discouraged and gently turned down. A code of ethics for responders should include not accepting gifts in whatever form, and an obligation to explain that the work is organizational and not

personal, although there is of course the personal commitment. This is done by reporting every case and offloading the case to the Survivor Support Committee for collective ownership and action. Where a survivor develops an attachment to a particular responder, the case should be re-assigned to a different responder.

- h) **Knowledge:** A responder should have some basic paralegal knowledge on laws applicable to GBV as they could advise survivors on the right course of action and prevent subversion of justice by police officers who prefer lesser charges against perpetrators that may not sustain a conviction especially if they have been bribed. The responder should also know procedures of the police, medical services, courts of law and other service providers to effectively assist the survivor through the chain. It goes without saying that they should also be well versed with knowledge on GBV.
- i) **Information:** A responder should be aware of the nature of the case being handled, its physical location, the details of the perpetrators and survivors, contact persons in the referral chain and other operational details.
- j) **Composure:** Violence unnerves most people exposed to it. A responder who is not self-controlled may over-react by breaking down, fleeing the scene or engaging in physical confrontations. A good responder should act calmly without being overwhelmed.
- k) **Empathy:** This means sharing the other's feelings without indulgence. Those intervening should avoid getting emotionally intertwined with the suffering of their beneficiaries as this will limit their composure and obscure their objectivity.
- l) **Confidentiality:** Cases of GBV are sensitive and can be damaging to the reputations of the survivors. Information gathered during intervention should, therefore, not be disclosed to unauthorized persons. In court, doing so could actually lead to being charged with contempt of court.
- m) **Communication:** Responders communicate with very many people in the course of an intervention. They should therefore be able to speak, listen and write effectively. They should be simple and clear in their communication to ensure that they convey what they intend to. In writing, they should ensure completeness, correctness, conciseness, coherence and consistency. When communicating with the media, the responder should be articulate, composed and focus on verifiable information.
- n) **Networks:** A responder should be linked with various credible various service providers to facilitate referrals.
- o) **Team orientation:** It is very rare that a responder will work alone on a case. Working in a team requires listening, communication, division of roles, reporting, consensus, consultation and shared results. A good responder is a good team player.



## Key Terms Used in the Chapter

**Culture:** Pattern of life of a group of people as manifested in their traditions, beliefs, values, customs, attire, architecture, diet and E.T.C.

**Responder:** A person who prevents GBV or comes to the rescue and aid of a target of GBV.

**Survivor:** A person who has been a target of GBV and who is recovering from the same physically and/or psychologically.

**Survivor Support:** Action taken to provide holistic (health, security, legal and psycho-social) assistance to survivors of gender based violence and their families.

**Service Provider:** An institution that provides specialized assistance to a survivor of GBV. This could be in the form of security, shelter, legal assistance, medical treatment and psycho-social support.

**Perpetrator:** Is a person, group or institution that directly inflicts, supports and condones violence or other abuse against a person or a group of persons. Perpetrators are in a position of real or perceived power, decision-making and/or authority and can thus exert control over their victims.

**Practical intervention:** An activity to prevent potential acts of GBV from occurring or responding to them after occurrence.

**By-stander:** A person who may be aware of GBV but does not take any action to prevent or respond to it in their own situations or locality.







# RESOURCE MOBILIZATION

*This Chapter is on resource mobilization for Men to Men programs. The chapter examines general principles and approaches to resource mobilization, strategies that have been successfully used by the Men to Men Program and guidelines on how to develop convincing resource mobilization strategies.*



## 6.1 Introduction

Resource mobilization is the process of marshalling financial and non-financial inputs to support the implementation of actions and program activities. Financial resources are monetary in nature while non-financial inputs are in-kind contributions that include members volunteering to implement activities in the organization. Non-financial inputs can be measured and expressed in monetary terms if they are accurately priced. Resource mobilization is a task for which all stakeholders are responsible.

This chapter seeks to provide an understanding of: why and how resources can be mobilized; different strategies applicable for mobilizing resources; principles of resource mobilization and different types of resources available locally, regionally and internationally.

## 6.2 Sources of Resources

Organizations may seek and generate resources using various means. Some examples are described below.

- a) **Donor funding:** This is money raised from national, regional or international donors. Donor agencies usually require that a formal proposal for funding be submitted, and that the proposal reflect a well planned and designed project. A proposal should be “fresh” and original. The temptation to copy existing proposals should be avoided because it promotes lazy thinking and mental dependency. The proposal outline follows a logical order, where each chapter relates to the previous one, and there is a flow of argument from beginning to end. Details that may detract from that smooth flow of argument should be put in the appendices. In order to raise money from donors, the Men to Men constituency needs technical capacity on proposal writing and institutional support to generate, host and use the resources appropriately. Some of the better known donors are the United Nations, private foundations and international organizations. Embassies and High Commissions: Foreign missions often have small project funds available to CBOs and small local NGOs. As a community mobilizer, one must remember not to obtain such funds for the community, but perhaps provide introductions to community leaders, and training on how to write proposals, and let the communities seek such funds themselves in order to enhance capacities. To access these funds, contact the embassies and consulates and ask for application details on available funds.
- b) **Consultancy and user fee:** The program can charge consultancy fees for services such as training to clients. A regular and standard fee is used where the beneficiary of the service is assessed and charged for a service.

- c) **Non Governmental Organizations:** These are not-for-profit organizations that can advance resources to Men to Men programs if they share similar visions and objectives. Skills in proposal writing are useful in obtaining funding from NGOs.
- d) **Member contributions:** When developing a Men to Men programme, it is important for members to contribute funds in the form of membership fees consultancies and to offer their time and skills free or at subsidized rates. The membership fees should be based on a mutual agreement and should be affordable. The money can be used to support components of the program while seeking resources from other sources. The free services can be assigned a monetary value and built into the program accounts. Such an approach demonstrates commitment and helps in establishing credibility.
- e) **Funds drive:** The program can initiate a funds drive using various methods to generate resources. These may include dinners, sponsorship of tournaments, sale of merchandise, membership contribution in cash or in kind

## 6.3 How Resources Can Be Mobilized and Appropriated

There is no standard, proven method to meet the challenge of resource mobilization. Men to Men programs are different in their missions, philosophies, client bases, skills and experience. But the following are three common methods of mobilizing resources.

- a) **The 3 P-Personal Approaches:** This is an approach through which donors (people) give to organizations (people) they know so that they can help the community (people). The method relies on a strong rapport with the donor.
- b) **Friendship Approach:** Under the principle of “friends raising”, donors prefer to give to credible organizations and causes that they have heard of. In this case, the credibility of the individuals in the organization and public relations are extremely important
- c) **Community Expertise:** The appeal for funds must show the work is addressing the ultimate beneficiaries and will create a difference. The capacity to do the work must be demonstrated.

## 6.4 Principles of Resource Mobilization

The following guidelines underlie effective resource mobilization as they help bridge the gap between those seeking funds and those providing them.

1. **Confidence:** Anyone seeking funds should not be afraid to ask for it. In doing so, request for what the donor requirement including objectives if in convergence with the objectives of the project to promote and complementarily.
2. **Independence:** Organisations have clear missions even before embarking on any resource mobilization activity and should not always run after money without thinking ahead. Ethical standards are developed in the interest of beneficiaries. These should not be compromised merely for the sake of funding.
3. **Credibility and integrity:** A high level of integrity must be maintained at all times. This applies to the set-up and activities of the organization in general, and specifically to its resource mobilization activities. An important aspect of that integrity is full accountability. All actions and funds must be accounted for. This means that accurate, complete, understandable and honest narrative and financial reports must be produced and submitted.
4. **Transparency:** The program must not have any clandestine agenda beyond what has been declared in the funding proposal. It must be honest about all its activities and expenditures. Account records must be open and available to any member of the public to inspect at any time. Honesty cannot be compromised. The good ends (goals or objectives) of the organization must not be compromised by questionable means used to get to those ends. Those responsible for implementing the activities must be honestly and totally convinced of the goodness of the objectives, activities and benefits of the project. This is essential for the completion and sustainability of the project.
5. **Accountability:** All funds received must be spent on the purpose for which they were raised. The expenditure and results achieved must then be reported back to the funding partner's honestly.
6. **Understanding and acknowledging funding partners:** It is imperative to know your funding partner's. Are they individuals, groups, companies or international agencies? What are their hopes, fears, likes and dislikes? What are their objectives? This understanding helps to align the objectives of the funding partner with those of the applicant. Many funding partner's use their donations to gain prestige and honor in their communities. It is therefore reasonable and desirable to acknowledge them in various ways such as: making the communities assisted aware of the sources of donations, printing the names of donors on publicity materials and sending notes of gratitude for donations made in interest of the community.

7. **Demonstrated needs and expertise:** The appeal must show the need being addressed, the anticipated impact on beneficiaries and the capacity to absorb and utilize the resources being asked for.
8. **Long term partnership:** The ideal is to have donors who will provide funds for a reasonably long time, regularly and substantially. This creates certainty and enables long term planning for meaningful change.
9. **Reporting:** funding partners expect regular reports about the use of their resources. The reports should be prepared according to the funding partner's requirements. Reports are mostly prepared and submitted monthly, quarterly, bi-annually and annually. Funding partner's are less keen on activities than on results achieved. So reports should prioritize results that have been or are being achieved. Reporting should be integrated into resource mobilization, factored into work plans and given sufficient time to enable timely completion.

## 6.5 Challenges of Resource Mobilization

There are several factors that create constraints in resource mobilization and utilization. Some are highlighted below.

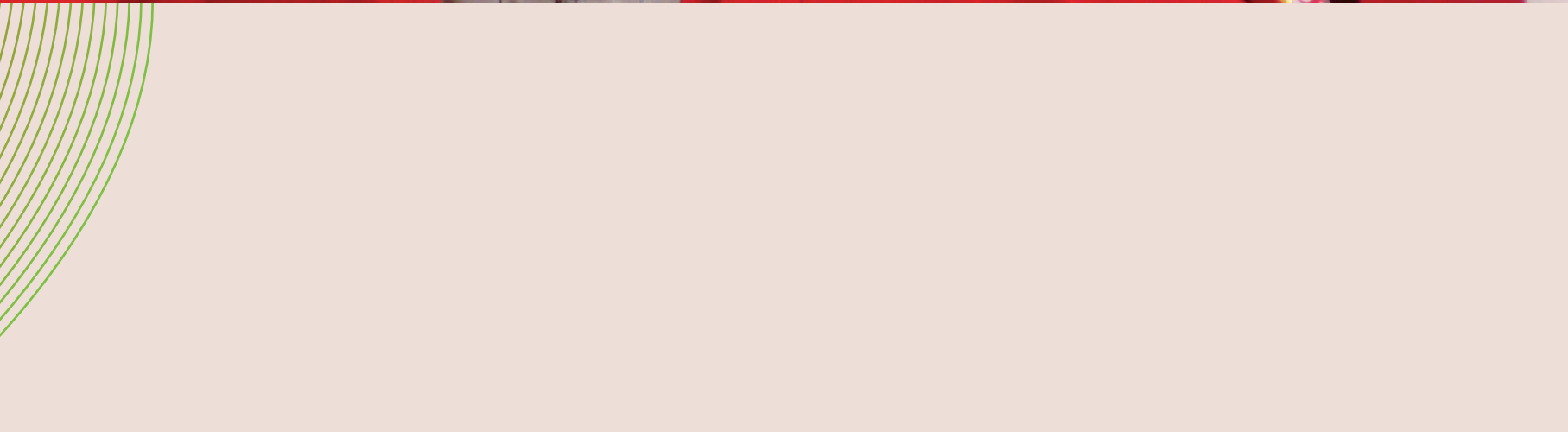
- a) **Limited Resources:** No one has all the resources to fund all those seeking resources. The cut-throat competition implies that resources will only be allocated to those who demonstrate comparative advantage and creativity in their proposals.
- b) **Donor-driven Agenda:** All donors have their own objectives to meet through the funds they advance. Institutions seeking funds may thus find themselves having to modify their own objectives to suit donor agenda. This should be done only to the extent that the agenda of the two support each other and not to the extent that the focus of the fund seeker is totally distorted.
- c) **Donor Restrictions:** Many grants and donations carry restrictions on the types of expenses that they may cover. The most common restriction is to cover only direct program costs and not the cost of support services or other overhead costs incurred by the institution. The implementer must contribute these costs or at least cover an increasing share over time.
- d) **Donor Withdrawal:** Even if fully funded in current operations, organizations may face uncertainty over future funding since donors may withdraw for a number of reasons including: reduced resources from original source; change of focus; political reasons; change in leadership and so on.



## Tips on Resource Mobilization

- **Credibility:** Operate within acceptable standards and cuts across both the institution nurturing the Men to Men and the members. Credibility arises from image, track record, reliability and reputation.
- **Innovation:** Resources are not always available for all the desired activities in any project. Most funding partner's will support some of the activities and will allocate some resources to the project in areas where there is a likelihood of high impact. In this regard, it is important to understand the dynamics of working with men and ensure that the activities are unique. This will not only add value for money but will ensure that there is no competition with other work. Resources work better when programs complement each other but each has a niche.
- **Accountability:** It is important to ensure that resources are used for the intended purpose and reported to the sponsors according to the agreed schedule. Accountability must be inculcated in the institution and system should also involve the members through planning of activities and feedback.
- **Members' contributions:** Most funding partner's come in to support an idea that has been tested. In the Men to Men program, it is important to mobilize the members to contribute to the project in kind. This reduces expenses and enables the project to achieve a greater impact.
- **Friends raising:** When people get into a partnership for funding, the link grows and the partnership strengthens. Based on good work and high impact of the projects being undertaken, people develop friendship which they use for raising more resources and opening other opportunities within the donor community.
- **Ethics:** Many of the techniques and skills of fund raising can be or have been adapted from the commercial profession of marketing; in fact, fund raising is referred to as marketing by many NGOs. While human skills can be available, they must always be tapped in an ethical manner. Every resource mobilizer must first and foremost be completely convinced of the value, integrity and benefits of the organization and the activities for which the resources raised will be utilized.
- **Having projects that are low cost with high impact:** This can be achieved through various means including: working with various partners who meet some of the costs; volunteering time and skills by members; and factoring in community contributions.
- **Joint planning** with members is necessary to enable them to appreciate the resource constraints and how to utilize what is available economically and efficiently.
- **Scaling up:** Activities that have gained momentum can be expanded to reach more people.
- **Sustainability:** The program should focus on interventions which the community can take over and sustain without any further external involvement.





## CHAPTER SEVEN



# MONITORING AND EVALUATION

*This Chapter looks at the monitoring and evaluation of Men to Men programs. It highlights key elements to look at in determining the progress and success of the Men to Men initiatives and therefore what to plan and report on. Obviously, this varies from one situation to another and from one funding partner to another. Thus what is provided is essentially an expandable set of guidelines with the emphasis being that Men to Men programs must be systematically laid out, implemented, monitored and reported on.*



## 7.1 Introduction

The Men to Men monitoring framework seeks to track the inputs, outputs and outcomes of its activities. This is to help in establishing and tracking the level of change of attitude and beliefs about GBV. Monitoring and evaluation must be an ongoing process and must be inculcated at the very beginning hence does not have to wait till the end of the programme.. Every constituency must document the work done, how it is received and the impact on the people. It should also develop monitoring frame work with indicators for the activities being undertaken.

## 7.2 What to Monitor in the Men to Men Programs

The Men to Men Program tools monitor qualitative and quantitative indicators. It goes further to probe actions taken individually and collectively by the Men to Men constituencies in mobilizing other men, building networks with other organizations and building the capacity of male gender advocates in combating GBV. Below is an indicative checklist which can be used for carrying out monitoring and evaluation.

**General Aspects include the basic understanding of the programme of working with men;**

- Members' understanding of the evolution of the Men to Men programs
- Level of understanding of the facts and myths associated in working with men and their willingness to correct the myths;
- Understanding the role of men in combating GBV
- number and diversity of men and women reached in the programme
- Reporting, feedback and communication on GBV
- Male constituency coordination structures established to spearhead the activities on GBV

**Constituency Building the establishment of a local group of male gender advocates to support advocacy work at local and national level;**

- Number and agenda of forums held by the local constituency
- Growth and diversity of male membership and other networking partners involved in the activities and programmes;
- Consistency among the men joining the programme;
- Constituency coordination structures; and
- New thematic constituencies established and are functioning well.

**Capacity Building:**

- Quality and level of understanding and knowledge of GBV issues;
- Number of trained men able to train others;
- Reported use of the knowledge gained by men in their daily life.
- Individual responsibility and commitment to ending GBV

**Practical Interventions**

- Innovation in project activities and interventions
- Number and type of interventions carried out
- Partnerships established with other actors
- Testimonies on changes in the life of men involved in the movement
- Number of beneficiaries assisted
- Conclusion of cases handled

**Resource Mobilization**

- Value of locally mobilised resources
- Mapping and use of skills available in the membership

## 7.3 Indicators

Below is a list of some quantitative and qualitative indicators to consider using in tracking process in Men to Men programs.

Quantitative	Qualitative
<b>Constituency Building</b> <ul style="list-style-type: none"><li>• Number of men reached disaggregated by region and age.</li><li>• Number of men who understand the role of men in ending GBV.</li><li>• Number of men registered as members disaggregated by region and age.</li><li>• Number of organizations and partners working in the constituency, disaggregated by region and type.</li></ul>	<ul style="list-style-type: none"><li>• Clear understanding of the background of working with men and core values of the movement.</li><li>• Willingness and ability to challenge myths about GBV and men in the movement.</li><li>• Members identifying their roles in ending GBV.</li><li>• Members identifying at least 2 ways their behavior has changed after joining the movement.</li><li>• Diversity of activities undertaken by the constituency.</li></ul>
<b>Practical Interventions</b> <ul style="list-style-type: none"><li>• Number of beneficiaries assisted disaggregated by sex, region and age.</li><li>• Number of interventions carried out by members.</li><li>• Number of new ideas generated by members to combat GBV.</li><li>• Number of partners working with the program.</li></ul>	<ul style="list-style-type: none"><li>• Appreciation of the program by members of the community.</li><li>• Acceptance of the interventions by the community.</li></ul>

Quantitative	Qualitative
<b>Capacity Building</b>	
<ul style="list-style-type: none"> <li>• Number of men trained on GBV.</li> <li>• Number of men retained as trainers and committed to the course of ending GBV.</li> <li>• Number of men volunteering skills acquired to train others.</li> </ul>	<ul style="list-style-type: none"> <li>• Reported use of the knowledge gained from the training.</li> <li>• Response to issues raised on the role of men in ending GBV.</li> <li>• Action plans by those trained.</li> </ul>
<b>Resource Mobilization</b>	
<ul style="list-style-type: none"> <li>• Number of organizations providing monetary support to the program.</li> <li>• Amount of money generated for the program.</li> <li>• Amounts raised from membership fees.</li> <li>• Amount and type of non-financial resources raised.</li> </ul>	<ul style="list-style-type: none"> <li>• Ability of the community to initiate and sustain activities without external support.</li> </ul>
<b>Monitoring and Evaluation</b>	
<ul style="list-style-type: none"> <li>• Frequency of monitoring and evaluation.</li> <li>• Number and type of indicators used.</li> </ul>	<ul style="list-style-type: none"> <li>• Achievements, challenges and lessons established.</li> <li>• Monitoring and evaluation framework developed.</li> </ul>

The indicators would be verified using a variety of information sources such as:

- Program proposals
  - Strategic plans
  - Action plans
  - Progress reports
  - Minutes of meetings
  - List of participants
- Personal stories of change
  - Photographs and video tapes of activities
  - Partner reports
  - Media clips
  - Annual reports

7.4 Conclusion

The success of the program should be gauged at individual, community and national level based on some of the pointers listed below.

- Individual Level

  - Personal understanding of GBV
  - Involvement in program activities
  - Change of attitudes towards women and about GBV
  - Support for women in roles hitherto reserved for men
  - Personal testimonies of change
- Community Level

  - Emergence of alternative rites of passage to replace harmful practices
  - Religious and cultural leaders openly campaigning against GBV
  - Number of traditional/cultural male dominated institutions participating in campaigns against GBV
  - Establishment of alternative conflict resolution mechanisms in communities
  - Evidence of support for women by cultural gatekeepers and religious leaders
- National Level

  - Increased men's support for legislation against GBV and gender inequality
  - Number and implementation of laws enacted to end GBV
  - Level of implementation of laws promoting gender equality and combating GBV
  - Access to justice system for survivors of GBV
  - Support to women, especially on inheritance and matrimonial property disputes
  - Involvement and participation of law enforcement agents, judicial officers and administrators in the Men to men Program.



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