



MenEngage Alliance

working with men and boys for gender equality

MenEngage Alliance

ACCOUNTABILITY TRAINING TOOLKIT

**SECOND EDITION
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We encourage organizations affiliated with MenEngage Alliance to use this toolkit as guidance in their capacity building sessions on accountability and send us feedback to info@menengage.org in order to help us improve the toolkit.

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FOREWORD

WHY IS A TRAINING TOOLKIT ON ACCOUNTABILITY NECESSARY?

The training toolkit was developed to complement and put into practice the Accountability Standards and Guidelines of MenEngage Alliance. Through critical dialogue around what it means to be accountable to women's rights and other important stakeholders, individuals and organizations will be able to define ways in which a culture of accountability can be promoted in their own actions, organizations and networks.

Above all, these efforts are underpinned by MenEngage Alliance's commitment to act in accordance with our [Core Principles](#) and [Code of Conduct](#), and ensure that members act in a manner that upholds the integrity of the Alliance and our collective work.

WHAT DOES IT CONTAIN?

The training toolkit contains seven practical sessions and supporting tools (such as case studies) modeled from existing gender-transformative methodologies. In addition to provoking dialogue on issues of accountability, these sessions aim to aid organizations in developing concrete strategies for prevention and response in cases of breaches of good conduct. The toolkit also provides key definitions, a tool to develop a timeline for implementation, and another tool to conduct a self-evaluation.

WHO IS IT FOR?

The intended users of this toolkit are individuals, organizations and networks belonging to MenEngage Alliance, but it will also be useful for others working in the field of engaging men and boys for women's rights and gender justice.

HOW SHOULD IT BE USED?

The toolkit can be implemented as a three-day workshop session, or one session at a time over a one-week period. It can be implemented at the organizational level (i.e., with other staff members and implementing partners), and/or at the national or regional level, such as with members of a MenEngage network.

INTRODUCTION

MenEngage Alliance strives to be a global, unified voice and network for advocacy, information-sharing and capacity-building around gender transformative approaches to engaging men and boys towards women's rights and gender justice, in collaboration with existing experts and efforts to promote the rights of all women and girls and gender justice for all. But some activists and organizations have raised concerns/questions around whether the work with boys and men inherently contributes to the goals and objectives of women's rights organizations, feminist groups, and the broad cause of achieving gender equality. This required us to ask, "What does it mean to say that MenEngage Alliance is accountable to women's rights organizations, and other key groups?"

MenEngage Alliance understands Accountability as "the commitment and appropriate conduct that individuals and organizations working in the engaging men and boys field must have toward women's rights groups and other social justice movements. It involves the responsibility to listen to, consult and partner equally with such groups, making sure that the work of engaging men and boys makes a real contribution to social justice and gender equality".

Within the context of the work of MenEngage Alliance, being "accountable" means:

- » Building gender equality in all we do and ensuring that our work with men and boys contributes to the empowerment and upholding of rights of women and people from other oppressed genders

- » Being critically aware of one's own power and privilege and open to constructive criticism
- » Taking action to address individual and institutional practices that go against the principles of gender equality and human rights, acknowledging any harm caused and making amends
- » Respecting and promoting women's leadership in the gender equality and social justice movements
- » Creating structures of consultation and partnerships with women's rights organizations.

This definition emphasizes that being accountable is a proactive responsibility, meaning that the onus falls on the individual and organizations to behave in a manner consistent with the Core Principles and Code of Conduct of the Alliance. Furthermore, although MenEngage Alliance have established a set of standards that describe how to be accountable in our work, we should not be overly reliant on mechanisms to ensure our principles and actions align. On an everyday basis, accountability is about relationships and the ways partnerships are developed and evolve.

OBJECTIVES OF THE TOOLKIT

In order to operationalize beliefs and principles around accountability among its members, MenEngage Alliance developed the “MenEngage Accountability Standards and Guidelines”¹. This toolkit aims to complement that document by supporting MenEngage members in putting these standards into practice.

The overall objectives of the toolkit are the following:

- » Individual members become sensitized to and informed about the importance of accountability and how it applies to the work of MenEngage Alliance;
- » Individual members understand the MenEngage Alliance Code of Conduct and Accountability Guidelines as two complementary documents;
- » Individual members strengthen skills to implement accountability measures through the support of educational tools (i.e., exercises, case studies);

¹ This toolkit is available in English and Spanish.

- » Organizational members develop concrete strategies for prevention and response in cases of breaches of good conduct;
- » Organizational members and networks are able to adapt the Accountability Guidelines in accordance with their specific context.

HOW TO USE THIS TOOLKIT

This toolkit is ideally designed to be used with 8 to 15 people over two or three days. The facilitator/s should engage participants working in the field of engaging men and boys as well as women's rights and gender justice more broadly.

The toolkit contains seven activity-based sessions that require one to three hours each. At the end of Sessions 4, 5 and 7, participants are encouraged to fill out Tool 2: "Putting It Into Practice", which will support organizations to agree on follow-up actions.

MONITORING SUCCESS

Before delving into the sessions, take time to fill out Tool 1: "Monitoring Success – An Organizational Assessment of Accountability." This tool will assist your organization (or network) in establishing a baseline of accountability, and will highlight the areas where your team will need to do the most work! This tool is based on the MenEngage Accountability Standards. Feel free to share the results of the baseline with your fellow participants at the first session so that they are also aware of the gaps.

At the end of the accountability workshop, work with a small team to determine an appropriate moment to evaluate or monitor your organization's (or network's) progress by filling out the assessment once more. We encourage you to do this on a regular basis, for example at organizational retreats or annual network meetings. Strengthening accountability is not a once-off activity, it is an ongoing process.

FURTHER READING

Note to the facilitator: Consider assigning a few of the following publications to workshop participants prior to the first session (or at the end of the sessions), to provide additional context for discussions around accountability.

Carrington, A. (2017). Accountability: Whose responsibility is it? A commentary on 'Men as allies in preventing men's violence against women: Principles and practices for promoting accountability.' Sydney: White Ribbon Australia.

Available at: https://www.whiteribbon.org.au/wp-content/uploads/2017/03/WhiteRibbonResearchPaper_LR.pdf

Flood, M. (2003). Men's Collective Struggles for Gender Justice: The Case of Antiviolence Activism, in *The Handbook of Studies on Men and Masculinities*, edited by M. Kimmel, J. Hearn, and R.W. Connell. Thousand Oaks, CA: Sage.

Available at: <http://www.xyonline.net/sites/default/files/Flood.%20Men%27s%20collective%20struggles.pdf>

Linder, Chris and Johnson, Rachael C. (2015) "Exploring the Complexities of Men as Allies in Feminist Movements," *Journal of Critical Thought and Praxis*: Vol. 4: Iss. 1, Article 2.

Available at: <http://lib.dr.iastate.edu/jctp/vol4/iss1/2>

Macomber, K. (2014). "Integrating Men as Allies in Anti-Violence Work: Accountability and Beyond". North Carolina State University.

Available at: <http://www.xyonline.net/sites/default/files/Macomber%20Kris%20Accountability%20paper%20Sept%2025%20docx%20pdf.pdf>

MenEngage Alliance (2016). Critical dialogue on engaging men and boys in gender justice. Summary report.

Available at: http://menengage.org/wp-content/uploads/2016/06/e-Dialogue-Report_V5.pdf

Pease, B. (2017). Men as allies in preventing men's violence against women: Principles and practices for promoting accountability. Sydney: White Ribbon Australia.

Available at: https://www.whiteribbon.org.au/wp-content/uploads/2017/03/WhiteRibbonResearchPaper_LR.pdf

Serdahely, S. (2011). Expect More: The Perspective of a Woman Working to Engage Men in Ending Male Violence. *The Voice: The Journal of the Battered Women's Movement*. Fall, 95-97.

Available at: https://www.academia.edu/11849938/Deaf_Community_Accountability_Model

International Rescue Committee (2013). Engaging Men in Accountable Practice (EMAP) Resource Package.

Available at: <http://www.fsnnetwork.org/sites/default/files/IRC-EMAP-Introductory-Guide-High-Res%20%281%29.pdf>

KEY TERMS

Accountability – Accountability is understood by MenEngage Alliance as “the commitment and appropriate conduct that individuals and organizations working in the engaging boys and men field must have toward women’s rights groups and other social justice movements. It involves the responsibility to listen to, consult, and partner equally with such groups, making sure that the work of engaging men and boys makes a real contribution to social justice and gender equality”.

Within the context of the work of MenEngage Alliance, being “accountable” means:

- » Building gender equality in all we do and ensuring that our work with men and boys contributes to the empowerment of women and people from other oppressed genders
- » Being critically aware of one’s own power and privilege and open to constructive criticism
- » Taking action to address personal and institutional practices that go against the principles of gender equality and human rights, acknowledging any harm caused and making amends
- » Respecting and promoting women’s leadership in the gender equality movement
- » Creating structures of consultation and partnerships with women’s rights organizations.

Femininity – How women are socialized and the discourses and practices that are associated with the different ways of being a woman. In short, what it means to be a woman in a given society.

Feminism – “A range of theories and political agendas that aim to eliminate all forms of discrimination against women due to sex and gender as well as class, race, ethnicity, ability, sexual orientation, geographic location, nationality, or other forms of social exclusion. Feminism as a political agenda has evolved over centuries, shaped by the politics of each historical moment”. (Source: Feminist Movement Builder’s Dictionary. JASS. Second Edition. 2013)

Gender – Relations of power and the socially constructed roles, behaviors, activities, and attributes that a given society considers appropriate for men and women.

Gender-based violence – Any harm that is perpetrated against a person’s will; that has a negative impact on the physical or psychological health, development, and identity of the person; and that is the result of gendered power inequities that exploit distinctions between males and females, among males, and among females.²

Gender equality – Gender equality does not mean that men and women are the same, but that all people regardless of their gender have equal value and should be accorded equal treatment. Gender equality is achieved when all people regardless of their gender enjoy the same rights and access to opportunities in both private and public spheres including, but not limited to, economic and political participation and decision-making, education, and health.

Intersectionality – The interplay of multiple identities that increases vulnerability and inequality in privilege and power, and further entrench inequalities and injustice. Such oppressive institutions (racism, sexism, homophobia, transphobia, ableism, xenophobia, classism, etc.) are interconnected and cannot be examined separately from one another.³

.....
2 Ward, J. (2002). If Not Now, When? Addressing Gender-based Violence in Refugee, Internally Displaced and Post-conflict Settings. New York: Reproductive Health for Refugees Consortium, Women’s Commission for Refugee Women and Children and the International Rescue Committee. Retrieved from <http://www.rhrc.org/resources/ifnotnow.pdf>

3 MenEngage Alliance Global Strategic Plan 2017-20.

Masculinities – Masculinities refers to the patterns of attitudes and behaviors that are associated with ideals about how boys and men should behave and their position within gender relations.⁴ The discourses and practices that are associated with the different ways of being a man in society.

Patriarchy – Patriarchy is a system of structures and institutional arrangements created to sustain and recreate male supremacy and female subordination. Patriarchy is a system characterized by current and historic unequal power relations between women and men whereby women are systematically disadvantaged and oppressed.

Sex – Refers to biological and reproductive differences based on genitalia, chromosomes, and hormones.⁵

Sexism – Sexism is prejudice or discriminatory attitudes and beliefs on a person or group based on their perceived or actual gender identities. Sexism is the ideology of male supremacy, of male superiority and of the beliefs that support and sustain it.⁶

Women's rights organizations – Organizations that focus on advancing the rights of women and girls and are led by women. These organizations may have male members and may have men in leadership positions or they may be women-only.

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

5 RLC Curriculum. Transforming Masculinities towards Gender Justice: Foundational Knowledge for Action (2013). Regional Learning Community for East and Southeast Asia (RLC). Supported by the Partners for Prevention Program.

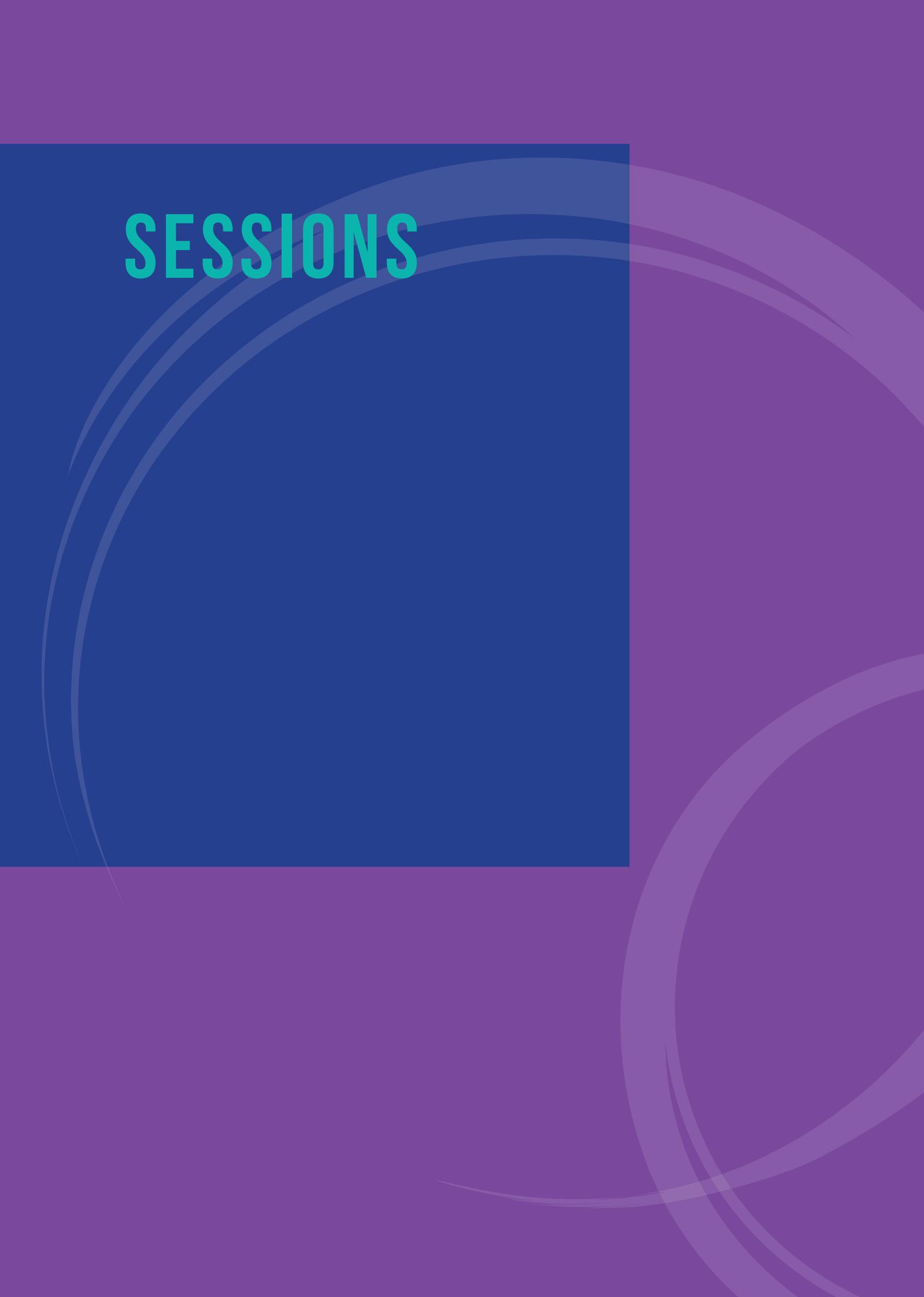
6 RLC Curriculum.

CREATING A SAFE SPACE FOR CONVERSATIONS ON ACCOUNTABILITY

In addition to having a good curriculum, we need effective group facilitators who are capable of creating a welcoming and safe space for everybody to share their reflections and experiences related to accountability. The following are some basic reminders for those playing this role.

- » As part of the introduction to the workshop, propose the creation of some basic group agreements or ground rules about the type of interaction expected among participants. These agreements can be developed in a participatory manner, in which participants make specific proposals for ground rules which are voted on by the entire group. As a facilitator, make sure critical elements such as active listening, respect and confidentiality are included in the group agreements.
- » Be the first in observing the group agreements and act as a role model for accountable practices. Without taking too much space and time, share your own experiences and lessons learned in this journey toward accountability.
- » Effectively moderate group discussions: include everyone, clarify, summarize, monitor time and give proper closure to each session or topic. Encourage all participants to voice their opinions and share their experiences.
- » Monitor how the group feels and what they need, and make adjustments accordingly, keeping in mind the learning goals for each session.
- » Use breaks, small group discussions and some energizers or games to maintain a relaxed atmosphere and to avoid boredom or fatigue.
- » Conduct an evaluation of the workshop. Encourage honest feedback from participants in order to improve the design and delivery of these sessions.

SESSIONS



SESSION 1

UNDERSTANDING ACCOUNTABILITY

PURPOSE:

To collectively reflect about the meaning of accountability within the context of MenEngage Alliance and establish its relevance for participants' own work.

MATERIALS:

- » Pens or pencils
- » Paper
- » Flipchart paper
- » Markers

RECOMMENDED TIME:

1 hour

PROCEDURE:

1. Introduce the session by explaining that this session will reflect on what it means to be accountable to others, within and outside the organization or networks affiliated with MenEngage Alliance.
2. Write the word "ACCOUNTABILITY" on a piece of flipchart paper.
3. Ask participants what comes to mind when they think of the word "ACCOUNTABILITY" and write their responses on the flipchart (use a brainstorming technique, including each participant's contribution)
4. Present on a flipchart the definition of accountability (see Key Terms) for MenEngage Alliance and hang the paper with definition up on a wall, so that it is visible for the rest of the sessions.
5. Lead a discussion on the similarities and differences between the contributions by the participants during the brainstorm. Highlight and address gaps, including anything that seems unclear in the definitions and understandings of accountability provided.

6. Summarize the key ideas from this discussion, clarifying the understanding of accountability by MenEngage Alliance and its core elements.

KEY MESSAGES TO THE PARTICIPANTS:

» Accountability towards women's rights movements is fundamental to the work of engaging men and boys in gender justice. Our work with men and boys grew out of the women's-rights movement. Our organizations were founded on feminist principles, and owe their existence to the ground-breaking work of the women's movement.

» For the MenEngage Alliance, being "accountable" means:

- Building gender equality in all we do and ensuring that our work contributes to the empowerment and upholding of rights of women and people from other oppressed genders.
- Being critically aware of one's own power and privilege and open to constructive criticism
- Taking action to address individual and institutional practices that go against our principles of gender equality and human rights, acknowledging any harm caused and making amends

A SHORT STORY TO ILLUSTRATE THIS SESSION

The Men's Action to Stop Violence Against Women - MASVAW initiative in India engaged women's rights groups representatives as a sounding board while reflecting on how the network carries out its work. During the first capacity building workshop with men, MASVAW invited key feminist actors from Jagori, a leading feminist resource center, to co-facilitate.

One female representative from Jagori was asked to join MASVAW's advisory group so that she could share her inputs on the network's evolving structures and processes. Following these collaborations, a joint workshop on masculinities was carried out with Jagori, where 50% men and 50% women participated from both organizations. Following collaborations included mobilization around 16 Days of Activism and consulting women's rights groups to conduct independent evaluations of MASVAW's work.

Feminists who disagree with the concept of working with men in promoting gender equality were invited to MASVAW's general body meeting and capacity building workshop so they could voice their concerns and discuss them with members of the network.

SESSION 2

THE MENENGAGE CODE OF CONDUCT AND ITS RELATION TO ACCOUNTABILITY

PURPOSE:

To promote awareness and adherence to the MenEngage Code of Conduct and how it is connected to the Alliance's accountability framework.

MATERIALS:

- » Copies⁷ of the MenEngage Code of Conduct (one per participant)
- » Flip chart or PowerPoint slide
- » Markers / Pen / Pencils

RECOMMENDED TIME:

2 hours

PROCEDURE:

1. Pass out copies of the MenEngage Code of Conduct.



⁷ When appropriate, make sure that a translated version in the local language of the MenEngage Code of Conduct is prepared beforehand.

2. Explain that the MenEngage Code of Conduct outlines how global, regional, national, organizational, and individual members should conduct themselves in a manner that is consistent with the values and principles of the Alliance. These values and principles are centered on advancing gender equality, human rights and social justice.

3. Break the group into smaller groups and ask them to read and share their reflections and comments about the Code of Conduct. Each small group should appoint a notetaker who will share the group reflections during the plenary. Allow 30 minutes for the group discussion and reflections on the Code of Conduct.

4. After reassembling the larger group, present on a flip chart (or in a PowerPoint slide) the practices outlined in the MenEngage Code of Conduct. At this moment you don't need to comment on them. Use this as a visual

aid for the discussion that follows:

1. Create peaceful (and equal) professional environments
2. Promote gender equality and social justice outside the workplace
3. Do not discriminate against others
4. Be violence free
5. Prioritize ethical standards and the safety and well-being of all – including women and children
6. Avoid conflicts of interest
7. Hold one another accountable
8. Ensure transparency at all levels

5. Ask the notetakers from each small group to share their group's main reflections about the Code of Conduct. Clarify any questions or respond to concerns related to the content of the Code of Conduct.

6. Ask the group "How does the MenEngage Code of Conduct relate to our Accountability Standards?" Facilitate a brief discussion about this point and then summarize. For example, it can be said that the standards provide a framework to implement the Code of Conduct and

that the latter focuses more on an individual level whereas the standards include organizational practices.

7. Ask the group: Is there anything we should change or add to this Code of Conduct to make it more relevant to the context you live and work in?

8. Discuss the possibility of the network or the organization incorporating, adapting or developing its own Code of Conduct based on the MenEngage Global Code of Conduct.

KEY MESSAGES TO THE PARTICIPANTS:

- » Ethics is at the heart of our Code of Conduct and our Accountability Standards, and thus both serve as a guide for our individual behaviors and collective practices.
- » Our feminist values and commitment for justice, equality, peace, respect, nondiscrimination and transparency should inform all we do.
- » To build trust—in particular with women's rights organizations who have historical reasons to distrust men—we have to act in ethical ways. We have to be consistent with our beliefs and pro-feminist discourses.
- » We hold each other accountable in regards to the practices and principles outlined in the Code of Conduct.

» Being accountable shows that, to the best of our ability, we are living by the principles of gender equality and human rights.

» Being accountable also helps us, in particular boys and men, to walk the talk in terms of feminist principles and support in challenging systems and structures that we aim to ultimately transform.

A SHORT STORY TO ILLUSTRATE THIS SESSION

The Masculinity Network for Gender Equality (RedMas) is a Nicaraguan network of 20 civil society organizations. They wrote a blog⁸ explaining why they decided to build their own Code of Conduct, inspired by the MenEngage Global Code of Conduct, and remembered their first dialogues with the feminist movement in the country. Here is a passage of their piece:

“Concerned about violence against women and motivated by feminist peers, pro-feminist men organized to work both inwardly, sharing reflections in private circles about our own lives as men, and to start the outward process of reaching out to other men for awareness-raising. However, many feminist *compañeras* (colleagues) did not believe in the work with men. They pointed out that even after the triumph of the Sandinista revolution men continued with their *machista* (male-chauvinist/macho) tendencies, even though the intention was to be a new man within a just social order. We were told that the work on masculinities generates egalitarian discourse in men, but that many remained machos in their daily lives.

That is why we are committed to question the power relations that men establish. That is why we are pushing this work from many fronts: paternity, sexual health and reproductive rights, prevention of HIV and AIDS, sexual diversity and prevention of violence. The *compañeras* asked us questions that challenged us: Did work with men arise out of personal discomfort with the hard cores of their masculinity, or was it born out of solidarity with feminism? They asked us about the intentions and deeper motivations of our work with men. Is it to make reforms that preserve male power or is it to join the feminist movement and dismantle male patriarchal power?

The *compañeras* told us that men have to be questioned. Here is the essence of accountability. Unlearning machismo is a slow process, with advances and relapses. That is why we need that constant dialogue with the women’s movement.

They also laid out some of the risks involved in working with men: the analysis of power relations may be diluted, reducing it to a superficial problem of communication; placing men in a victim’s role (“men suffering from machismo”); or failing to address important themes such as homophobia.

These critical reflections commit us to creating more spaces for dialogue with the women’s movement, forging concrete alliances and improving our internal practices as a network.”

8 Authors: Douglas Mendoza and Ana Maria Bermudez. See full article at <http://menengage.blogspot.com/2017/01/key-experiences-in-contextualization-of.html>.

SESSION 3

EXPERIENCES WITH ACCOUNTABILITY

PURPOSE:

To recognize promising accountable practices and to encourage others to emulate the practices shared in the group.

MATERIALS:

- » Flipchart papers
- » Markers
- » A board to write participants responses

RECOMMENDED TIME:

2 hours

PROCEDURE:

1. Divide participants into small groups (they can pair up or gather in groups of three). Since in this session participants will be asked to share personal experiences around accountability, start now by asking to briefly share in their small groups something personal but lighter (for example, one good or new thing that

happened to them last week).

2. Present on a flipchart paper or a power point slide the following elements included in the MenEngage Alliance definition/understanding of accountability:

- » Building gender equality in all we do and ensuring that our work with men and boys contributes to the empowerment of women and people from other oppressed genders
- » Listen to, consult and partner with women's rights groups and other social justice movements
- » Being critically aware of one's own power and privilege and open to constructive criticism
- » Taking action to address personal and institutional practices that go against our principles of gender equality and human rights, acknowledging any harm caused and making amends
- » Respecting and promoting women's leadership

- » Creating structures of consultation and partnerships with women's rights organizations

3. Considering the above elements, ask the group to think of a time when they acted accountable in their work with men and boys. Ask the following questions to probe these experiences:

- » What did you do?
- » How did you do it? With whom?
- » Why did you decide to take action, or what was the motivation behind taking the action?
- » What were the reactions of others around you?
- » What happened finally?
(Outcomes of your intervention)

4. After 10 minutes, ask each group to present their experiences. Give equal time to each group to present.

5. Summarize or categorize some critical elements shared in the stories, such as promising practices, lessons learned or key points that may lead to in-depth discussions.

Some suggested headings to summarize the discussion:

- » Ways we have practiced accountability in our work and personal lives
- » Ways that the organization/network

work has promoted accountability

- » Who are we accountable to?
- » Challenges to being accountable and how these can be overcome/managed

6. Based on the experiences and reflections shared by the participants, in plenary use some of the following questions to have a final discussion:

- » Are there individual and organizational privileges that are put at risk if you are accountable? If yes, what are they? Why do you think so?
- » How might this influence your decisions to be accountable or hold others accountable?
- » How can we support each other to be accountable? What methods can we use?

KEY MESSAGES TO THE PARTICIPANTS:

Wrap up the group discussion using the main ideas and learnings that came out from the group.

Also consider the following points to add:

- » Being accountable is difficult – “even” for us gender equality activists(!) – because it requires consistent challenging and reflecting on our own actions, and how they are influenced by power and privilege;

- » By demonstrating accountability, we are showing respect for those we work with, including women’s rights groups and activists, and people in our own personal relationships;
- » Being accountable requires openness, capacity to listen, transparency and honesty, and can therefore strengthen our relationships;
- » Being accountable opens us up to opportunities for critical reflection and personal development. It allows us to reflect on and respond to the political, social and moral challenges around us.

A SHORT STORY TO ILLUSTRATE THIS SESSION

This is an excerpt of a blog piece written by members⁹ of the North America MenEngage Network (NAMEN). The piece of the story that is reproduced here only includes some of their reflections regarding NAMEN’s efforts to hold a known men’s organization to account for oppressive behaviors against a feminist activist and presenter during a conference in 2013.

“In late 2013, NAMEN was approached by several community activists (male, female and trans) regarding an issue that had arisen with the National Organization for Men Against Sexism (NOMAS) during their Forging Justice conference in Michigan that Summer. NAMEN entered into a process of working with NOMAS in an attempt to address some of the questions that emerged about NOMAS’s accountability, including a primary member of the NOMAS council and accountability for his actions at the conference. In November of 2013, we sent NOMAS a letter encouraging them to consider some key points related to a lack of accountability. We received no reply. After several attempts to engage with the NOMAS Council or its representatives, we eventually were able to participate in a call with NOMAS representatives in May of 2016. Six months later, in November of 2016, we received a reply from the board indicating their satisfaction that their accountability processes related to the incidents occurring at the 2013 Forging Justice conference are complete and have no further interest in attending to those issues. In April of 2017 we responded to the NOMAS Council.

(...)

This initial process with NOMAS was a step we felt was most appropriate in engaging them about accountability – “calling them in”. It has been a long process, one we would have preferred to “just let go” at times. Due to both NOMAS’s response, and lack of response, we have been challenged whether we should simply “let this go” or make it public.

NAMEN has worked since 2013 to engage NOMAS in an exchange of thoughts and concerns related to accountability. This resulted, after much effort on our part, in one email, one phone call, and again, months of delay before we received the council’s reply to our requests. All of these requests have occurred as private exchanges. Due to our continued concerns related to NOMAS’ limited engagement, we feel an ethical obligation to publicly express our efforts to engage the group in accountability discussions and requests for transparent action, and the lack of substantive results, from NOMAS, regarding those efforts.

9 Authors: Rus Ervin Funk, Chuck Derry, Cliff Leek, & Humberto Carolo. See full article at <http://namen.wildapricot.org/Articles/4983042>.

SESSION 4

WORKING IN PARTNERSHIP WITH WOMEN AND WOMEN'S RIGHTS ORGANIZATIONS

PURPOSE:

To reflect how we are working in partnership with women's rights organizations and to discuss strategies to build and/or strengthen these relationships.

MATERIALS:

- » Sticking Tape
- » Flipchart paper
- » Markers

RECOMMENDED TIME:

3 hours

PROCEDURE:

Part I. The Accountability Standards of MenEngage Alliance as tools to strengthen partnerships with women's rights organizations

1. Introduce this session by explaining that as the work of engaging men and boys grows, there is a need for increased reflection on how to ensure that individuals, organizations and networks remain accountable and act as allies to women and girls, and to feminist women's led movements. We seek open dialogue, collaboration, and partnership with women's rights colleagues and promote these practices within our organizations.

2. Present the following Standards of Accountability of MenEngage Alliance to the group:

Standard 3. "MenEngage members shall seek collaboration, open dialogue and constructive criticism from women's rights organizations and other key stakeholders"

Standard 4. "MenEngage members

shall engage women's rights groups and other key stakeholders to improve programs and initiatives on gender equality"

Standard 7. "MenEngage members shall promote women's leadership within the organization, and/or include representatives from women's rights organizations on their boards of directors or similar governing bodies"

3. Explain that these are the minimum standards of accountability that MenEngage Alliance has established for working with women and women's rights groups. Read them aloud.

4. Break the group into smaller groups and ask participants to share what they think about these standards. Some questions they can discuss are:

- » Do you agree with each of these standards? Why so?
- » To what extent are your organization and your network putting these standards into practice?
- » What are the obstacles? And what factors are at play?
- » What solutions can we adopt?

5. After reassembling the larger group, ask representatives from each small group to share their main

reflections about the Accountability Standards presented in regard to partnerships with women's rights organizations. Check with the participants if there are any points that are not clear and respond to any questions they may have.

Part II. MenEngage practices that support partnership building with women and women's rights organizations

6. Present the following suggested mechanisms included in the "MenEngage Accountability Standards and Guidelines" that can support partnership building with women and women's rights organizations.

National Level

(1) MenEngage national steering committees will include at least two women's rights organizations

(2) Hold at least bi-annual meetings with key stakeholders (e.g., women's groups, children's rights groups)

Organizational Level

(1) When planning programs or initiatives, invite key stakeholders, especially women's rights organizations as steering committee members or technical advisors

(2) Develop policies that promote women's leadership within the organization, such as deciding that 50 percent of Board of Directors be from women's rights organizations

(3) Appoint women to positions of leadership within the organization

7. Break the group into smaller groups (these could be the same groups, if you are tight for time) and ask participants to share what they think about these practices and mechanisms. Some questions they can respond are:

- » Do you know any organizations or networks that have already put into practice some of these mechanisms?
- » Are these recommendations doable in your organization or network?
- » What other strategies or solutions you have used or consider?

8. Once back in the larger group, facilitate a discussion about the questions above and write the key ideas and recommendations coming from the group.

9. Follow-up Action: As a final step, either in the group or with a working group on accountability, use tool #2: "Putting It into Practice – Timeline for Completion" to determine how and when the organization will put the solutions into practice and who will do it.

Part III. Complexities as we strive for accountability to women's rights organizations

10. Discuss in the large group these questions:

- » How do MenEngage Alliance members handle competing – and sometimes conflicting interests – amongst different women's rights groups?
- » How can an organization manage conflicts between different women's rights organizations who may disagree about the value of engaging men and boys in gender equality?

11. Summarize the discussion by saying that there is no right or wrong answer. Rather it is important that each organization has a clear strategy for managing conflicts around accountability.

KEY MESSAGES TO THE PARTICIPANTS:

- » It is important to acknowledge that our work with men and boys is complementary to the overall goal of the rights and empowerment of women and girls.
- » Without putting a burden on feminist activists, we should seek feedback from women's rights organizations and invite them to participate in our decision-making processes, for example allocating a certain number of board seats to members of women's rights organizations, or creating 'advisory councils' of women's organizations.
- » This is particularly important when planning new initiatives to work with men and boys, so that they are accountable to, and consult with, women's rights activists and other social justice groups.
- » It is our responsibility to be mindful that our involvement in the field of gender equality does not unintentionally reinforce underlying power inequalities.

A SHORT STORY TO ILLUSTRATE THIS SESSION

What follows is an excerpt taken from the MenEngage African Newsletter reporting an experience of partnership between Kenya MenEngage Alliance and a women's organization working in a school setting to promote girls' rights.

"In February 2016, the Kenya MenEngage Alliance – KEMEA, its founding member, the Margaret Wanzuu Foundation and another member of the alliance, YoungGirlsEmpowerment Faith-Based Organisation (YGE-FBO), formed a partnership to provide sanitary towels and underwear to needy school girls in the slum areas of Mukuru, in Kenya's capital, Nairobi. Dubbed "Keeping slum girls in school – Ending the period of shame" the programme aims to benefit 3 600 slum girls annually.

For many years, destitute school-going girls in the targeted areas have suffered the indignity of lacking sanitary towels during their monthly periods. Interviews collected in several schools in Nairobi's slums have revealed that girls with no access to sanitary pads often resort to substandard and unhygienic methods to contain the leak of menstrual blood, while others do not use anything at all.

The use of unhygienic and substandard materials exposes them to health hazards, stigma and discrimination. The lack of these essential products has been identified as one of the challenges that stand in the way of the girl child's education and is responsible for the gender disparities in the Kenyan education system. Those interviewed said they skipped school, faked sickness or withdrew from their peers and extra-curricular activities during their periods, and this affects their schooling.

(...)

The lack of sanitary pads also results in many girls opting to be absent from classes when they are having periods so that they can avoid the stresses of not having sanitary pads as well as the accompanying embarrassment. But the effects are disruptive to their learning.

(...)

To ensure sustainability of the “Keeping slum girls in school – Ending the period of shame” programme, Kenya MenEngage Alliance – KEMEA, Margaret Wanzuu Foundation and #YoungGirlsEmpowerment Faith-Based Organisation have partnered with individuals and community and religious organisations for support to help in fundraising. Sustainability strategies include identifying partners to adopt a school or a class of needy girls that they will commit to providing with sanitary pads over a sustained period.”

SESSION 5

STRATEGIES FOR PUTTING INTO PRACTICE THE ACCOUNTABILITY STANDARDS AND GUIDELINES IN MY NETWORK AND ORGANIZATION

PURPOSE:

To discuss how members can promote good accountability practices and prevent breaches of the MenEngage Code of Conduct

MATERIALS:

- » Copies of the summary table for the MenEngage Accountability Standards and Guidelines (included in the Annex of this toolkit)
- » Flipchart paper
- » Markers

RECOMMENDED TIME:

2 hours

PROCEDURE:

1. Explain that this session is about developing strategies to live out the

values set forth in the MenEngage Code of Conduct and promoting accountability practices.

2. Pass out copies of the summary table for the MenEngage Accountability Standards and Guidelines.

3. Explain that this document outlines a general standard of accountability for the MenEngage Alliance Globally. However, it is important to contextualize how to achieve these standards in a way that is in line with the organization or network.

4. Divide participants into four groups and assign to each group two accountability standards (which are related). Note that we are leaving out four standards: three already discussed on session #4 (in relation to women's rights organizations) and the standard about research.

Discussion groups	Brief summary per standard
Group 1: Standards 1 and 5	MenEngage leaders and members promote accountability standards within and outside the networks
Group 2: Standards 6a and 6b	MenEngage members establish, disseminate and educate on organization's institutional policies
Group 3: Standards 8 and 10	MenEngage members understand the MenEngage Code of Conduct, or its local adaptation. All MenEngage members shall agree to and sign on to the code of conduct.
Group 4: Standards 11 and 12	MenEngage members shall be knowledgeable of and put into practice the MenEngage Standards and guidelines of Accountability. MenEngage Alliance members shall implement initiatives that promote critical self-reflections and challenging social views.

5. Have them discuss the following questions and record their responses on flipchart paper:

- » Do you agree with these standards? Why so?
- » To what extent are these standards already integrated in the organizations and networks we belong to? (In a scale 1-5, being 5 completely integrated or put into practice)
- » How can we put these standards into practice in our organization and/or network (one or two strategies)?

Note: The “MenEngage Accountability Standards and Guidelines” provide guidance on how each can be put into practice, but groups should be encouraged to look beyond these and create strategies that make sense for their organizations.

6. Have each group present their flipcharts and solicit feedback from the rest of the participants. Allow 5 to 10 minutes for this.

7. Bring the larger group together. If appropriate for the flow of the group conversation so far, use some or all of the following questions.

- » What are the possible challenges of ensuring that we implement these standards (e.g., time and energy, lack of funds, staff apathy, lack of accountability to the standards themselves such as having no one who can follow up, etc.)?
- » How can we overcome these challenges?
- » Are there any accountability standards that we are missing that should also be put into practice? If so, what are they?

KEY MESSAGES TO THE PARTICIPANTS:

- » Accountability is not a reactive process, holding people to account when they do something wrong, but rather a proactive, positive process of being an ally, supporting others and preventing problems.
- » By putting accountability into practice at multiple levels of our orga-

nization we are ensuring that the measures we are taking are sustainable and support our vision of changing the system around us that fosters inequalities and injustices.

- » The major focus of our actions should be on prevention rather than on response. However, despite our emphasis on prevention, there will be instances of breach of these standards which will require actions to handle such situations. The next session will focus on what to do as an organization should a breach of accountability occur.

FOLLOW-UP ACTION:

As a final step, either in the group or with a working group on accountability, use the tool “Putting It into Practice – Timeline for Completion” to determine how and when the organization will put the proposed solutions into practice and who will do it.

A SHORT STORY TO ILLUSTRATE THIS SESSION

The MenEngage Global Secretariat engages in international policy advocacy in key United Nations spaces. During last year's 35th Session of the Human Rights Council (HRC), a resolution specifically dedicated to engaging men and boys in preventing and responding to violence against all women and girls was presented. The Global Secretariat lobbied Member State delegations for the inclusion of strong language on gender transformative approaches to engaging men and boys. This effort was successful and led to strong language gains and the inclusion of a gender transformative framework on engaging men and boys within the text.

Before the final adoption of the resolution in plenary session, regressive States used established mechanisms to eliminate key language in the resolution reinforcing the sexual and reproductive health and rights of women and girls as well as the right of women human rights defenders to have a voice. While these States did not seek to modify the progressive language on engaging men and boys, the attack on the rights of women and girls was an opportunity for accountable advocacy.

Seeking to maintain full accountability to women's rights organizations and activists, the Global Secretariat met with a leading women's rights coalition and devised a joint advocacy strategy led by feminist voices, in order to mobilize MenEngage Alliance members in key countries to lobby their governments in support of the rights of all women and girls. Members from many regions, came together to lobby decision-makers in the national context, while working alongside women's rights organizations putting pressure on the same government delegations in the Geneva context. Due to the collective effort, the resolution was adopted without modifications, and included the text reinforcing the rights of all women and girls.

SESSION 6

PROMOTING CRITICAL SELF-REFLECTIONS ABOUT POWER AND MALE PRIVILEGES

PURPOSE:

To demonstrate how to facilitate a session that promotes critical self-reflections about power and male privileges, as suggested by the MenEngage Standard #12.

MATERIALS:

- » Copies¹⁰ of questionnaires with critical questions included at the end of this session.

RECOMMENDED TIME:

2 hours

PROCEDURE:

1. Explain that this session goes deeper into the individual level of the

accountability standards by creating a space for personal reflection and honest dialogue about our own process of change.

2. Pass out copies of the questionnaires with critical questions included at the end of this session.

3. Ask them to work individually (and in silence), reviewing and responding to each question of the questionnaire. Allow enough time for this personal work. Women who participate in this session can focus on the second part of the questionnaire.

4. Divide participants into small groups (they can pair up or gather in groups of three). Ask them to share something about their work with the questionnaire.

5. Bring the larger group together and

.....
¹⁰ Advisable to translate this document in local language, where applicable.

invite participants to share some of the conversations that took place in the small groups or other reflections they may have.

KEY MESSAGES TO THE PARTICIPANTS:

- » Acknowledging privilege and being sensitive to power in relationships are key factors in the process of accountability. Most men are unaware how they are privileged by the patriarchal system, even though they are also harmed by it. Privilege is often invisible to the dominant groups in society.
- » “Being an ally is a lifelong process and therefore requires work every

day, so you should feel comfortable to admit areas where you struggle or need support. This is part of *Accountable Practice*.” (Excerpt taken from the *Guide: Preventing Violence Against Women and Girls: Engaging Men Through Accountable Practice* (EMAP, 2014), by International Rescue Committee).

- » It is challenging for men to escape their male privileges and conditioning, due to the fact that they are governed by a system that privileges them in many ways. But they can learn to confront their own sexism and hold each other accountable in supportive ways.

QUESTIONNAIRE FOR MEN

CRITICAL QUESTIONS ABOUT POWER AND MALE PRIVILEGES

Read through the following statements and think about how often you experience these feelings or engage in these behaviors. Put a checkmark in the box that corresponds to your answer for each (“I identify with this,” “Uncertain,” “I don’t identify with this”).

	I identify with this	Uncertain	I don't identify with this
When women point out harmful male norms, attitudes or practices, I feel personally attacked.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I rely on women to educate me about my own harmful behavior.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is important to me to point out examples of men being victims of violence.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have been told that sometimes I act in a discriminatory manner to women and girls without knowing it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I speak for women and attempt to explain their positions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I often have difficulty working with women on projects and tasks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel disappointed when women don't recognize my efforts to challenge sexism and male dominance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would like more recognition and opportunities for leadership now that I have been involved for some time in this work on engaging men and gender equality.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Think and provide examples for the statements you identify with.

QUESTIONNAIRE FOR ALL

HOLDING OTHERS ACCOUNTABLE

1. How to make men more aware of their privilege and its (unconscious) reinforcement of patriarchy?
2. How would you react if you were “held accountable”?
3. In what ways is male privilege being acted out in our organizations and communities?
4. What would it be like to hold others accountable?
5. How and when do you decide to step up?
6. What are the risks of holding others accountable, especially colleagues, allies, friends, family and funders?

SESSION 7

DEVELOPING STRATEGIES TO BE PREPARED AND RESPOND IF ISSUES ARISE

PURPOSE:

Using the Accountability Standards and Guidelines as a reference (section II on responses to breaches of code of conduct), to develop concrete, contextually relevant mechanisms that prepare members to respond in fair and effective ways when concerns arise or complaints and allegations are made related to breaches of Code of Conduct by members of the Alliance.

Practice how to handle difficult situations in which men abuse their power or reinforce sexist and discriminatory ideas.

MATERIALS:

- » Copies of the Case Studies included at the end of this session

RECOMMENDED TIME:

2 hours

PREPARATION:

If necessary, adapt these case studies to more accurately reflect accountability issues you and your colleagues face in your context.

PROCEDURE:

1. Explain the purpose of this session.
2. Divide participants into groups of three or four people and assign one case study per group.
3. Let the small groups prepare a small role-play or skit acting out the case study they were assigned and the proposed response. Give them about

5 to 10 minutes to prepare a 5-minute role-play.

4. Invite the first group to do their role-play.

5. Ask the following questions once the first group finishes performing:¹¹

- » What do you think about this case? How realistic is this scene?
- » What is your opinion about the way the problem was handled?
- » What other responses can we propose apart from what was presented by this group?

6. Ask the other groups to present their role-plays in turn, and ask the same questions as above.

7. Provide a summary of the procedures suggested in the Accountability Standards for dealing with complaints and concerns. Analyze with the group the validity and relevance of these recommendations and how they would adapt to their context.

DISCUSSION:

Which of these responses can be put into practice now?

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¹¹ Some questions adapted from RLC Curriculum: Transforming Masculinities towards Gender Justice: Foundational Knowledge for Action. 2013

What kind of support do we need to put these responses into practice?

KEY MESSAGE TO THE PARTICIPANTS:

- » Sometimes a breach of accountability comes from the unlikeliest of places—from a close friend or colleague. In these cases, it is difficult to respond adequately because of fear of injuring a friendship or professional connection. However, men holding other men to account is a critical part of challenging men's privilege, status and power.

FOLLOW-UP ACTION:

As a final step, either in the group or with a working group on accountability, use the tool "Putting It into Practice – Timeline for Completion" to determine how and when the organization will put the solutions into practice and who will do it.

Note, however, that some of the responses to breaches of accountability may be more individual (e.g., talking privately to a colleague about a sexist remark he made about women's bodies). For these cases, consider creating a "personal document" that colleagues can reference by placing it next to or on their desks to remind them of the individual actions they can take.

CASE STUDIES

CASE STUDY #1

Sandra, a female manager, sits with you and other male colleagues in a meeting with the director of your organization. You notice that the men tend to talk to one another and, cut Sandra off in mid-sentence, and that the director only addresses the men present. When Sandra attempts to contribute to the discussion she is oftentimes ignored and at one point a male colleague even checks his phone rather than listening.

What do you do?

CASE STUDY #2

You and other colleagues decide to take a young volunteer out to lunch on his first day of work. As you are chatting about his plans for the weekend you ask if he plans to see a movie. He replies, “No, all the movies out now are for homos. I like action and adventure movies.”

What do you do?

CASE STUDY #3

You are on your way to work one day. On your walk you notice a billboard for a campaign that a partner organization has just launched promoting male condom use. The billboard ad says: “Hey man, it’s up to YOU to make your partner use a condom.”

What do you do?

CASE STUDY #4

You are on the review committee of the local MenEngage network and recently received an application from a local organization requesting membership. However, as the membership process moves forward, you and the members begin hearing complaints from other organizations, particularly from women’s rights groups, about the conduct of the group requesting membership.

What do you do?

CASE STUDY #5

Your organization is at a rally protesting police inaction on recent reported cases of domestic violence. As you are protesting, you notice that there is opposition to your rally and it is primarily composed of other men. You have noticed some of their faces at other women's rights and gender equality-related events. They say that they are fighting to protect the "rights of men". They believe that domestic violence laws unfairly protect women, and make it too easy to bring charges against men. It's time to take action to address these groups.

What do you do?

CASE STUDY #6

The director of a women-led women's rights NGO tells you that organizations like yours are taking attention and valuable resources away from issues concerning women and girls. She does not believe that men and boys deserve the same amount of attention as the issues facing women and girls.

How do you address her concern?

NEXT STEPS

WORKING TOWARDS THE “GOLD STANDARD” OF ACCOUNTABILITY

Now that you and your team have completed the sessions on promoting accountability, it is time to look at how you will evaluate your success. Using Tool #1: “Monitoring success – MenEngage Network and members organizations compliance with Global Alliance Standards”, work with your team to determine at what point in the year/quarter/etc. you will fill out the assessment. Once an organization can mark “Yes” to all the standards listed it can consider itself to be setting a “Gold Standard” of accountability!

This does not mean that the work of establishing a culture of accountability is over. Promoting accountability

requires diligent work, ongoing support and persistent challenging of norms with one’s colleagues and other counterparts. However, the long-term benefits are immeasurable, not only to our key stakeholders such as women’s rights organizations, but also to our own organizations.

By holding ourselves accountable we continue to break down potentially harmful practices and perceptions around gender and masculinity and work in more effective ways with one another.

Best of luck in your endeavors!

TOOLS

TOOL 1

MONITORING SUCCESS – MENENGAGE NETWORK AND MEMBERS ORGANIZATIONS COMPLIANCE WITH GLOBAL ALLIANCE STANDARDS

ACCOUNTABILITY	COMPLIANCE		STATUS
Method of Accountability	Partial Compliance	Full Compliance	Steps towards Full Compliance
NETWORK LEVEL			
MenEngage national steering committees include at least two women's rights organizations.			
MenEngage Network holds regular meetings (at least bi-annual) with women's rights groups.			
MenEngage Network invites key stakeholders, especially members of women's rights organizations, to be steering committee members or technical advisors when planning new initiatives.			
MenEngage Network dialogues and seeks to increase the capacity of other organizations around accountability (e.g., holds online debate forums; shares Code of Conduct; etc.).			
ORGANIZATIONAL LEVEL			
My organization holds regular accountability trainings.			
My organization promotes critical reflection on our work with men and boys. (Example: Setting aside time in the staff meeting agenda to discuss personal experiences with accountability and ethics-related issues).			
My organization signed on to the MenEngage Code of Conduct or created its own Code of Conduct/Ethics in alignment with MenEngage and ensure its dissemination among staff members			
My organization has a policy that promotes women's leadership. (Example: Policies that say 50% of Board of Directors shall be from women's rights organizations.)			
My organization has a policy on sexual harassment			
My organization has a policy on child protection			
My organization has a policy on parental or family leave (not standard, but highly recommended)			
My organization ensures each staff member understands these policies (dissemination)			

ANNEX

MENENGAGE ACCOUNTABILITY STANDARDS SUMMARY TABLE

#	Standard	Method of Accountability	Means of verification
GLOBAL AND REGIONAL LEVEL			
1	MenEngage members in positions of leadership shall promote mutual accountability. They shall hold all members to the highest levels of accountability to stakeholders, particularly women's rights groups, and they shall remain accountable as well.	1) Sign MenEngage Code of Conduct. 2) Disseminate and raise awareness, within the network, of the MenEngage Code of Conduct and the Accountability Guidelines	1) Sign MenEngage Code of Conduct. 2) Written communication about the dissemination of Codes of Conduct and Accountability Guidelines.
2	MenEngage leadership shall work together to support other members in finding solutions to issues of accountability.	1) Include contact information in an "Accountability" section of the global and regional versions of MenEngage's website where groups can file complaints 2) MenEngage Regional or Global members address individual complaints and queries regarding questionable behavior.	1) Documentation by relevant MenEngage members. 2) Documentation by MenEngage Global and relevant Regional Coordinator
NATIONAL LEVEL			
3	MenEngage members shall seek collaboration, open dialogue and constructive criticism from women's rights organizations and other key stakeholders.	1) MenEngage national steering committees include at least two women's rights organizations. 2) Hold at least bi-annual meetings with key stakeholders (e.g., women's groups, children's rights groups),	1) Signed MOUs with women's rights groups. 2) Minutes from these meetings, or other documentation that specifies the presence of key groups.
4	MenEngage members shall engage women's rights groups and other key stakeholders to improve programs and initiatives on gender equality.	When planning programs or initiatives, invite key stakeholders, especially members of women's rights organizations, to be steering committee members or technical advisors.	Partnership agreements with key groups.
5	MenEngage members shall work with other social justice organizations to promote accountability and support the Core Principles.	Dialogue and seek to increase the capacity of organizations both within and outside the network by: <ul style="list-style-type: none"> • Sharing the MenEngage Core Principles and Code of Conduct • Hosting online discussions • Conducting accountability trainings • Using teachable moments • Sharing materials and resources 	Documentation of any and all of these strategies.

#	Standard	Method of Accountability	Means of verification
ORGANIZATIONAL LEVEL			
6a	MenEngage members shall establish a basic set of institutional policies that reflect respect for and commitment to an equitable work environment.	Establish institutional policies that address the following: 1) Alcohol and drug use 2) Child protection 3) Sexual harassment 4) Nondiscrimination 5) Parental leave (not standard, but highly recommended)	Personnel or Human Resources handbook.
6b	MenEngage members shall ensure that all staff are aware of and understand the organization's institutional policies.	Disseminate these policies widely within the organization.	MenEngage members decide how they will ensure that staff understand all institutional policies.
7	MenEngage members shall promote women's leadership within their organizations, and/or include representatives from women's rights organizations on their boards of directors or similar governing bodies.	1) Develop policies that promote women's leadership, such as a requirement that 50 percent of members of the Board of Directors shall be from women's rights organizations. 2) Appoint women to positions of leadership within the organization.	1) Institutional policy stating that a certain proportion of members of the Board of Directors shall be from women's rights organizations.
8	MenEngage members shall ensure that staff working with men and boys understand the MenEngage Code of Conduct or its regional/national adaptation.	As an organization, sign on to the MenEngage Code of Conduct.	Copy of signed MenEngage Code of Conduct.
9	When applicable, MenEngage members shall abide by international ethical standards and principles on research.	1) Have the organization's staff take IRB training,* and/or 2) as a MenEngage member, work with a reputable research institution that has experience in international research.	1) Copy of IRB training certificate. and/or (2) Agreements that show partnership with research institution.
INDIVIDUAL LEVEL			
10	All MenEngage members shall agree to and sign on to a code of conduct that outlines expectations of gender equitable behavior.	Sign on to a Code of Conduct.	Copies of signed Code of Conduct.
11	MenEngage members shall be knowledgeable of and put into practice the MenEngage Standards and Guidelines of Accountability.	Take part in the MenEngage accountability training.	Attendance lists from accountability training.
12	MenEngage members shall implement initiatives that promote critical self-reflection and challenging of social views.	1) Setting aside time in the staff meeting agenda to discuss staff's personal experiences with accountability, ethics and power related issues.. 2) Carrying out periodic values clarification activities with staff,	Minutes from meetings and documentation of activities.

* Institutional Review Board (IRB) Training. These are training courses for research teams to ensure responsible and ethical conduct when conducting research with human participants.



MenEngage Alliance

working with men and boys for gender equality