

Gender Is Everyone's Business: Programming with Men to Achieve Gender Equality

**Workshop Report
10-12 June, 2002**

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Oxfam

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List of acronyms

AIR – (Oxfam) Annual Impact Reporting

CAMEXCA - Caribbean, Mexico and Central America

CEDAW - Convention on the Elimination of all forms of Discrimination Against Women

ESRC - Economic and Social Research Council

EH – EngenderHealth

GEM - Gender Equality and Men

HASIK - Harnessing Self-reliance Initiatives and Knowledge

MEEECIS - Middle East, Eastern Europe and the Commonwealth of Independent States

NGO – Non-Governmental Organisation

PADV - Project Against Domestic Violence

PPASA – Planned Parenthood Association of South Africa

RSH - Reproductive and Sexual Health

SAM - South America

STD - Sexually Transmitted Disease

STI – Sexually Transmitted Infection

UKPP – United Kingdom Poverty Programme

VAW - Violence Against Women

YOPF - York One Parent Families

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Appendices Contents

The appendices are organised into categories in order to make them easier to access. Below are brief explanation of the categories and a list of contents:

1. The GEM Project: bringing masculinity and men into gender work

The documents in this section provide background on the GEM project, which is useful for understanding the context of the workshop.

- 1.1. The GEM Project: Background and Explanation
- 1.2. Brief overview on men, masculinity and gender

2. GEM workshop materials

This section contains administrative details of the workshop, and also includes presentations given by Oxfam staff on work they are conducting with men in their regions.

- 2.1 Workshop agenda
- 2.2 Workshop participant list
- 2.3 Livelihoods presentation
- 2.4 Kiri case study
- 2.5 Transcript of roleplay
- 2.6 Summary of *Building Partnerships* presentation
- 2.7 Summary of responses to *Programme Priorities Questionnaire*
- 2.8 Promundo – the GEM Scale
- 2.9 Mapping Oxfam’s gender work- by single sex & mixed projects
- 2.10 Mapping Oxfam’s gender work – by sector and level

3. Guest Case Studies and examples of good practice

This section is devoted to the work of the guest participants at the workshop. It includes the preliminary stages of information gathering from the guests and the final case studies which were circulated at the workshop.

- 3.1 Short descriptions of guest organisations
- 3.2 HASIK case study
- 3.3 EngenderHealth presentation summary
- 3.4 One Parent Families case study
- 3.5 PROMUNDO case study
- 3.6 Rozan case study
- 3.7 Salud y Genero case study
- 3.8 Stepping Stones case study
- 3.9 White Ribbon Campaign case study

4. Resources

This section is useful for anyone who wishes to hold a similar workshop. It contains frameworks used for mapping project priorities and action plans, and a list of materials that may be useful in considering the issue of men and gender equality.

- 4.1 Framework for mapping work across sector and level
- 4.2 Framework for mapping Oxfam’s project work on gender
- 4.3 Guiding Principles questionnaire (questions sent to guest participants prior to workshop)
- 4.4 Resources list (books, papers, leaflets etc)
- 4.5 Guidelines for developing an Action Plan
- 4.6 Sample questions to assess participants’ programme priorities

1 Introduction

“We need to consider the consequences of not looking at men’s gender, not only in terms of men’s specific needs, but also men’s responsibilities in addressing gender inequality.”

Workshop participant

To reach Oxfam’s goal of overcoming poverty and suffering, inequalities such as those based upon class, race, ethnicity, physical ability and gender must be addressed. We must continue to confront these inequalities, and to learn to do so more effectively and with more sustainable results. As a primary factor influencing inequalities, gender has been at the centre of Oxfam’s work for decades. Gender equality is an end itself, but it is also a requirement for long term poverty reduction. It is also clear that gender equality is not possible unless both women and men are engaged in the process. Through the “Gender Equality and Men” (GEM) project, Oxfam GB is exploring ways to move more effectively towards gender equality by incorporating men and boys more fully in its gender work – their positions and privilege, and the consequences of that privilege.

The GEM project was launched at an opportune moment in the evolution of work on men, masculinities and development. Over the past two decades, a growing body of literature has emerged that explores various theoretical and conceptual aspects related to men, gender and development. In addition, there are numerous projects and organisations around the world that have been engaging with men and boys as part of their gender work in different arenas. Collectively, these initiatives represent a significant body of experience that offers insights into how we can include men more fully in gender work to more effectively overcome poverty (see appendix 1.1 for a full overview of the GEM project).

Overall, the objectives of the GEM project include:

- A better analysis on the effect of poverty on men, women and on gender relations.
- Improved gender analysis tools and frameworks to include men more effectively in poverty analysis.
- Pilot projects exploring some areas in more depth and development of case studies to illustrate good practice.
- Campaigning work that starts to break down stereotyped ideas and beliefs.
- Improved programme design that has a greater impact on poverty and livelihoods, through implementation of necessary changes in policy and practice.
- Mainstreaming of this improved analysis to make an impact on policy and practice change at different levels in government.

As part of the GEM project, the workshop “Gender is Everyone’s Business: Programming with Men to Achieve Gender Equality” was held over 10-12 June 2002, at Charney Manor in Charney Bassett, Oxfordshire, England. An aim behind the workshop was to bring together the latest theory and practice related to men, masculinities and development, but also to situate it within the context of Oxfam’s anti-poverty programming to help make its work more effective by working more holistically with men and women.

This report gives an overview of the implementation of the workshop and summarises the key lessons learnt. It describes the conceptual frameworks tested over the course of the event, gives specific detail on a number of the workshop sessions, and offers recommendations for next steps.

2 The workshop process and participants

2.1 The agenda

The workshop objectives were:

- **Learning** - good practices and lessons learnt from projects and initiatives that have included the participation of men and boys.
- **Applying** – these lessons to help Oxfam and its partners to plan, deliver and evaluate better anti-poverty programmes that include men and boys.
- **Networking** – for stronger partnerships among those who have been working with men and boys and Oxfam staff and partners.

The challenge of the workshop was to synthesise the knowledge and experience from Oxfam staff and those from other organisations to conceive better projects, programmes and partnerships. At the end of the three days, the goal was for Oxfam regional staff to produce draft action plans for including men more fully into their existing programmes and/or to begin new pilot projects based on the knowledge created at the workshop.

With this in mind, the workshop agenda had three sections: “sharing experiences and building consensus” (Day One) - “putting it into practice” (Day Two) and “building action plans and partnerships” (Day Three). The agenda combined sessions on conceptual frameworks, presentations of work from organisations working with men and boys and from Oxfam. There were many active group sessions and in addition, exchanges among workshop participants also took place outside of the official sessions, which greatly contributed to the overall learning and networking. Please see Appendix 2.1 for the complete agenda.

The planning team realised the ambitious nature of the agenda, and thus launched the a series of broadcast e-mails called “GEM Works” and a workshop website in the weeks leading up to the event. These tools attempted to highlight the work of Oxfam and the other participant organisations. GEM Works e-mails also consisted of definitions and frameworks to help build consensus about what was meant by key terms and to outline the goals of the GEM project. Many of these concepts were further discussed on the first day of the workshop. This preliminary work proved extremely valuable for the process of keeping to the planned agenda. The workshop process was not side-tracked by clarifications and misunderstanding and the group was able to get on with the workshop objectives. The frameworks and corresponding discussions also helped the GEM team organise their own ideas in a more precise fashion and to articulate common definitions.

Also due to the ambitious agenda, as well as time constraints, the first two days were packed with a substantial amount of material and activities. The third day was dedicated to collective drafting and review of action plans. The full agenda was a concern of the workshop organisers, who were afraid there would not be enough time to digest all the material and ideas. This problem was overcome as a result of three factors: the excellent external facilitation team, the quality and enthusiasm of the participants and the fact that participants had plenty of opportunity for discussion, debate and networking over meals and during planned social events.

2.2 The workshop participants

The workshop was a coming together of three groups: the GEM project team, Oxfam regional staff and participants from outside organisations. The idea behind this combination was that together we could make our individual work better by learning from one another.

Oxfam staff from five regions: Middle East, Eastern Europe and Commonwealth of Independent States (MEEECIS); South America (SAM); Central America, Mexico & Caribbean (CAMEXCA); Southern Africa (SAF); East Asia (EAS) and the UK Poverty Programme (UKPP) attended the event. There was also one representative from Novib, the Dutch equivalent of Oxfam. Unfortunately, many expected participants from South Asia were unable to attend the workshop due to difficulties in obtaining travel visas, and the continent of Africa was underrepresented overall (see appendix 2.2 for the complete participant list, appendix 3.1 contains brief descriptions of each of the guest organisations and appendices 3.2-3.9 contain full case studies submitted by the guest organisations).

In addition to Oxfam, the other participant organisations at the workshop were:

- Action Aid/Stepping Stones (UK and Global)
- Church Action on Poverty (UK)
- EngenderHealth (USA and Global)
- HASIK (Philippines)
- Instituto Promundo (Brazil)
- York One Parent Families Support and Information Network (UK)
- PADV (Cambodia)
- Rozan (Pakistan)
- Salud y Genero (Mexico)
- Sakhli Advice Centre for Women (Georgia)
- White Ribbon Campaign (Canada and Global)

The participant organisations were invited to share their particular experiences of working with men and boys. They helped inspire Oxfam with their successes and lessons learnt. At the same time, Oxfam staff also shared their experiences of programming to fight poverty. The workshop was thus an opportunity for all participants to learn from one another. For the GEM project team, the goal was to learn from the expertise and creativity of the two participant groups, especially from their scepticism and challenging questions. The workshop was the first opportunity for the GEM project team to introduce and “test” some of the ideas and conceptual frameworks it had been developing. The feedback at the workshop helped the GEM team think more clearly about the analysis and assumptions underlying its work to date.

The diverse collection of participants at the workshop was mentioned often as a “good practice” and one of the defining factors of the workshop. The three groups were enthused by the sharing of experiences with others whose work was different for their own. At the heart of this learning and sharing process was the fusing together of good practices for working with men and boys with Oxfam’s programmes that aim to overcome poverty. It was a refreshing change to have individuals with diverse backgrounds and experiences tackling new ideas and coming up with creative solutions.

2.3 Oxfam participants and potential entry points

The participant organisations represented various thematic areas: violence, fatherhood, and sexual and reproductive health. In the selection of participants, the GEM team was looking for organisations that:

- Had strong experience of working with men and boys
- Had experience that corresponded to Oxfam’s strategic areas of focus
- Represented differing regional and thematic experience

Few of the guest organisations had clear anti-poverty mandates or worked with sustainable livelihoods. On the other hand, most of the Oxfam participants had gender as a common denominator in their work and in general umbrella of gender, poverty and equality was wide enough to represent the diverse range of participants.

The GEM project team sought to engage as many Oxfam regional programmes as possible. To this end, we sought participation from key Oxfam staff who could bring strong experiences of gender and anti-poverty programming, and who would be open to learning and partnerships with outside organisations. Participants were sought who would be in a position to go back to their regions to share the workshop learning and begin to put some of the new ideas into practice.

Before the workshop, Oxfam staff were sent a questionnaire asking for their programme priorities and the potential entry points for including men more fully. At the same time, the “Guiding Principles” questionnaire was sent to participants from other organisations asking for their good practices and lessons learnt in planning, delivery and evaluation of their projects. Together, these two questionnaires were meant to give participants a head start to the process of “coming together and building consensus” – a workshop aim for the first day. Please see appendices 2.7 for a consolidated table of responses from Oxfam staff.

3 Workshop learning and conceptual frameworks

This section describes the general definitions and conceptual frameworks refined over the course of the first phase of the GEM project – leading up to, during and immediately following the workshop.

3.1 *What does working with men mean?*

“Men have not been left out of gender equity programming on all levels. Gender analysis has included men, but the gap is that Oxfam doesn’t work with men in changing ideas, practices and beliefs about gender equity per se. It has concentrated more on the practical contexts of agriculture, economy etc.”

“Are we creating another structural level by establishing a male forum, GEM? We need to clarify what we intend to achieve with such groups, but ultimately gender programmes should be about the relationships between men and women, not men and women as separate issues.”
Comments from Oxfam workshop participants

A major concern in putting forward a definition for working with men is to ensure that “working with men” is understood as complementary to, and an enhancement of, the empowerment of women. Working with men is a vital part of gender mainstreaming – not an attempt to divert funds from work with women and other vulnerable groups. It is true that in certain contexts certain groups of men are vulnerable and that this vulnerability can be addressed through changes in gendered behaviours, ideas and beliefs. However, this is only one aspect of what we came to mean by working with men. For the GEM project, “working with men” is concerned with gender transformation for different groups of men involved in social and development processes, not simply work with groups of vulnerable men and boys.

The piece on “What does working with men mean” evolved over the entire first phase of the GEM project. It began as a response to common questions posed to the project team by Oxfam colleagues and partners: “What is this project all about – what do you mean you want to explore working with men?” It also was a response to the concern that working with men could be a diversion from the empowerment of women. The project team made a first attempt to bring clarity to this issue in the GEM Works posting of 12 April – “What do we mean by Gender Equality and Men”. This description was further refined at the workshop and as a result, we concluded that work with men could be categorised into three areas:

- Working with men as decision makers, service providers and potential change makers
- Involving men as participants/beneficiaries in the development process
- Targeting groups of men and boys when and where they are vulnerable

Box 1 - Three categories of “working with men”

Working with men as decision-takers, service providers and potential change makers - this work aims to encourage men in positions of power to support gender equitable causes. This work does focus on outcomes related to men in their professional capacities, but it necessitates some level of personal transformation as well. Efforts in this area include working with policy makers around ending gender-based violence, HIV/AIDS or other gender issues, working with the media and other professionals such as teachers, business and labour leaders, judges, police, health care and development workers. Given that the majority of Oxfam’s policy influencing work is conducted with patriarchal institutions, an understanding of how to effectively present gender issues to men in power is absolutely vital to Oxfam’s gender work.

Examples of work in this category reviewed at the workshop include the Rozan project working with police in Pakistan; Sakhli’s work with the media in Georgia; Promundo and EngenderHealth’s work with policy makers; and the White Ribbon Campaign, which reaches out to all men to persuade them to help make ending gender-based violence a public as well as a personal issue. In Oxfam, the partner network for ending violence against women in Yemen is an excellent example of gender work in an extremely patriarchal and conservative society (see ‘Building partnerships’ in section 5.2 for more details).

At the workshop and through the GEM project we are attempting to highlight tools for engaging men, and to bring to light the connections between gender equality and other development and social policy goals. Like the two areas described below, the focus is on the benefits for men and women, but in this case with a greater emphasis on the aggregate social benefits of greater gender equity, such as ending violence or limiting the spread of HIV/AIDS, etc.

Involving men as participants/beneficiaries in the development process - Work under this heading strives to build equitable and productive partnerships across diverse groups of women and men within the context of anti-poverty and other development programmes. Examples of this work can include men at both the household/individual level and within institutions.

At the individual level “working with men” refers to husbands, partners, community members – men and boys who are part and parcel of achieving the goals of local development initiatives. For example, Action Aid, EngenderHealth, HASIK, Salud y Genero and PADV all work with men and boys in their communities as well as with women and girls. Sometimes “working with men” has developed into a discrete component of their programmes – such as in HASIK’s Gender Seminars for Men. In other instances, men and women are approached together within the family or community setting. All of these project examples, however, deliberately bring men and masculinity into the development process. They are informed by a gender analysis that considers men’s positions, motivations and desires and they work to make men part of the solution rather than a group that remains outside processes of change, and hence part of the problem.

At the institutional level, work focuses on building the capacity to understand and work with men as part of the development process. As part of their Men As Partners programme, EngenderHealth works with health care service providers and other public organisations. In other instances, this means work with development partner organisations. The Oxfam supported network of partners to end violence against women in Yemen consists of mixed

groups of men and women, as well as groups of predominately men or women. HASIK's gender seminars for men often include men from HASIK and other development organisations as participants. In addition, the GEM project itself recognised the need for "internal advocacy" and capacity building among staff in Oxfam House in Oxford, and on an informal level has made steps in this direction with lunchtime talks, newsletter articles and the GEM website.

Targeting groups of men and boys when and where they are vulnerable - Due to social and economic changes, gender blind policies, conflict, and other shocks, some men and boys are vulnerable. Projects in this area examine specific needs and circumstances of boys and men, and how in certain contexts, certain groups may be more vulnerable, marginalised, or lack adequate service provision to address their needs. For men and boys, these projects often strive towards gender transformations - opening up various options of behaviours for men and women and showing the benefits of these options.

The longer-term aims of many of these projects is to complement the on-going work for the empowerment of women by addressing the specific concerns, positions and responsibilities of men and to help make men's gender and its consequences visible within policy and practice. Examples include Promundo's Guy-to-Guy project, the Lone Fathers project in York, and projects working with men who use violence against women.

Within the development arena, including in Oxfam's work, funding of such projects can be seen as controversial. However, just as men should be included in projects working for the empowerment of women, projects focused on vulnerable groups of men and boys must also include women and girls at some point in the process.

3.2 Putting it into practice

With a clearer understanding of what working with men can mean, how can one go about applying it? Leading up to the workshop, the GEM project team began to outline a process of incorporating men into Oxfam's programming practice to improve its work of overcoming poverty. This framework was inspired by questions such as "What would Oxfam project officers in the field need to know and do to improve their work?" and "How would one start to incorporate these ideas about working with men into existing programmes?"

This generic process of learning about and incorporating men's gender into anti-poverty programming begins from a starting point of basic conceptual understanding, moves through project planning and ends with implementation and assessment. Previous Oxfam work and publications as well as the additional learning and frameworks developed by the GEM team are incorporated as tools and building blocks in the four stages outlined below:

Box 2 - Putting it into practice

Step one - Understanding the problem of men, masculinity and gender work

This step challenges the relative "invisibility" of men's gender in our thinking and practice. It involves bringing men more fully into gender analysis by looking at the positions, privilege and vulnerabilities of men and boys in addition to those of women and girls. It requires a better understanding of masculinities and how they are used to both privilege and constrain men and boys. For more information, see the "Brief Overview of Men, Masculinities and

Gender Equality” (see appendix 1.2). The Oxfam Working Papers on gender and development issues related to working with men are also very useful for the development of understanding at this stage. More generally, the development and academic literature on masculinities is also helpful.

Step two – Understanding why working with men and gender equality will improve people’s lives

This step involves understanding why it is important to work with men to achieve our development goals. What are we missing by not fully including men in our gender and anti-poverty work? What are the connections between “working with men for gender equality” and other goals such as a more sustainable livelihood, ending gender-based violence, and improved health and education? How can the incorporation of men make our current programming better and help us reach our development goals more effectively? This stage involves an exploration of the benefits for men and women of greater equality and options for behaviour – including the economic, social and personal benefits. At this stage the “benefits and drawbacks” of working with men (outlined below) is helpful.

Step three - Understanding how to work with men, and which men

This step is about project planning and design. There is wide variety of entry points and opportunities for working with men – both in terms of what we do (health, violence against women, work, parenting), but also how we do it with men as allies and partners (strengthened by our more holistic understanding from steps one and two). It requires an examination of existing projects and an investigation of how they can be made stronger with the inclusion of men. This step also requires a strategic assessment of which men may be vulnerable and which men may be potential allies in the development process. Finally, it is here that we draw upon the experiences and good practices of others working with men and adapt these to our own programming contexts. See section 4 of this report for more detail on factors to consider when conducting this sort of design.

Step four - Do it, assess it, and learn from the process

This is about identifying practical ways forward and incorporating these into an action plan. This step involves project implementation, learning and assessment. It does not necessarily mean new discrete work with men for Oxfam, but rather that Oxfam staff will be doing work differently and more effectively. For sustainability, advocacy and future policy work, monitoring, project learning and impact assessment are crucial for Oxfam and others in the development field. We need to measure the success of efforts to engage men, and consider how this work enhances gender mainstreaming and poverty reduction efforts overall.

3.3 The benefits and the drawbacks of working with men - A quick check list

This is a compilation of some of the generally perceived benefits and drawbacks of working with men that were discussed at the workshop.

3.3.1 Assumed benefits

- Working with men will help to transform gender relations, and thus will make our work to end poverty more effective.
- Work with men will complement on-going work for the advancement of women.
- Working with men can also help address development goals, such as a reduction in gender-based violence, HIV/AIDS and improved health.

- Equitable partnerships and decision making within households can more effectively help to build sustainable livelihoods.
- Work towards gender equality will benefit men and boys on the social, psychological and emotional levels by opening up options for behaviours and beliefs beyond the limited notions of “what it means to be a man” in many parts of the world.
- More options of behaviours and beliefs for men can lead to more fulfilling relationships, stronger families and more complete lives overall.
- Most political, cultural and religious leaders around the world – those in better positions to influence change – are men.
- Involving men represents another entry point for exposing gender blind policies and practices, and men themselves represent a largely untapped resource in work towards achieving equality and reducing poverty.

3.3.2 Perceived drawbacks

- Work with men can take, or be seen as taking resources away from the empowerment of women, which raises alarms in the current context of shrinking development assistance.
- Work with men can be seen as a muddling or a distraction from the fundamental work of empowering women and ending inequality.
- Work with men can be seen as an attempt by men to co-opt existing gender work for their own purposes.
- Programming in this area is still relatively new, and strong impact assessments have not been undertaken to indicate the effectiveness of working with men.
- It is not necessarily a win/win situation. Working with men – the transformation of men – will bring long term gains, but often with short-term losses. Many men will not be willing partners in the process of change.
- Many men (and women) will be resistant to changing ideas, behaviours and beliefs – especially if the proposed changes are perceived as imposed from other cultures or parts of the world.
- Advances gained towards gender equality may begin to erode once men begin to lose sight of its benefits

3.4 Mapping exercises

The participants were engaged in two mapping exercises over the course of the first day of the workshop. The mapping exercises were undertaken to identify the entry points and overlap between the work of the external participants and Oxfam programming priorities. They made use of two frameworks – one for categorising the work with men from different projects from around the world and the second for organising Oxfam’s projects by gendered focus and goals.

3.4.1 Mapping the programme priorities and learning needs of Oxfam participants

As part of the GEM Works process, before the workshop began, the Oxfam participants were sent a number of different questions over email. The two aims of this exercise were, firstly to give the GEM team a better understanding of the needs of the participants, and secondly to get the participants to begin thinking about issues of bringing men into gender work in their programme context.

Full details of the questions and answers of this exercise are in appendix 2.7. Particular themes were:

- Disparate views of gender – different emphasis, different ideas of including men
- Oxfam staff were keen to gain an understanding of the range of other work with men around the world.
- Questions about the negative aspects of working with men were voiced. In – how to avoid it creating difficulties with other gender work with women’s groups
- Measuring the impact of the work

3.4.2 Mapping work with men across sector and level

This framework was based on an understanding that different countries and cultural contexts have different starting points and opportunities for work towards gender equality. We were looking to highlight the varied possibilities for working with men for Oxfam - a global organisation with programmes in such varied contexts.

To help map the possibilities for work with men across regions, we began by identifying projects and potential interventions by thematic areas, such as gender-based violence, health and HIV/AIDS, youth and education, employment, parenting, and livelihoods. Next we categorised this work by dividing it into different levels of intervention, namely the institution/state, community/civil society and household/individual.

As participants from other organisations were presenting their work, they were asked to plot their activities on the table. One outcome of this exercise was to highlight that the work typically does not fit neatly into distinct boxes, that organisations are often working across levels and themes, and that work with men may be less effective if it is isolated in one area or level of intervention. Projects that work primarily at the household or individual level should take into consideration and align their efforts with transforming the policy and institutional environment as well.

In addition there are rationales and possible economies of scale for projects focused on more than one thematic area. Projects that work on ending gender-based violence, for example, may find significant opportunity and conceptual rationales for engaging in work on health, poverty or fatherhood/parenting as well. For example, the Stepping Stones approach works across violence, health and HIV/AIDS issues, as well as at the three levels of intervention (see appendix 2.10 for the results of this mapping exercise).

3.4.3 Mapping Oxfam’s project work – by single and mixed sex projects

The second exercise was for Oxfam staff to categorise their projects and programmes into a framework (see appendix 2.9 for completed frameworks by region). The purpose of this exercise was to help the participants see how Oxfam projects are perceived and categorised in terms of their gender analysis and practice – and if we are undertaking a significant amount of work with men or women only.

This exercise revealed that Oxfam considers systematically whether projects are focused on men or women. It also showed that many projects have specific gender equality/equity objectives. Not as many projects as expected, are working with women only, and a surprising number were working with men only. One lesson that emerged was that Oxfam and its partners are already undertaking work that is similar to the ‘good practices’ highlighted by the external participant case studies, but which hasn’t been named or framed as such.

4 Some good practices and lessons learnt about working with men and boys

The following is a summary of good practices and lessons learnt from all of the presentations by external organisations including those from Rozan, HASIK and Salud y Genero, who presented on day two.

4.1 *Engaging men*

There are a number of barriers to getting men and boys to engage in conversations around gender issues and to begin to reassess practices, ideas and beliefs. Primarily these blocks are grounded in men's lack of experience with these issues, the lack of opportunities and spaces presented for men and boys, men's fear and alienation from gender issues, and their concern about how they will be perceived by their peers. Simply put, mainstream notions of what it means to be a man in many societies are often in direct opposition to those behaviours, ideas and beliefs that are more gender equitable and beneficial for women and men.

A first step forward is being aware of these constraints. Secondly, the guest participants at the workshop shared some of their good practices from the project and community level. These good practices for engaging men can be thought about in terms of the message, the messenger and the context in which the message is presented.

4.1.1 **The message – speaking to men's experience and highlighting benefits**

- Men respond much better when you begin with the positive and what is working rather than approaching them with deficit models. Beginning with criticism often makes men defensive, but a positive framework can help develop critical and self critical approaches.
- Another common element found across most of the projects was an emphasis on shared benefits for men and women. Messages about gender transformation and behavioural change should emphasise the positive outcomes (win-win scenarios) for men and their partners, where men give up perceived privileges for no identifiable longer-term gains.
- Language that conveys blame or opposition can put men on the defensive from the start.
- Men respond more positively to the language and tone within training and educational group sessions when it is grounded in their own experiences and concerns.
- In developing their methodology, women from HASIK consulted with the men in their lives and found that “gender sensitivity training” had negative connotations, whereas naming the process as one of “sharing, dialogue and learning” was more welcoming. As they relate, “the terms ‘tools’ and ‘trainers’ also seemed to reduce the entire issue of gender into technologies/technicians unconsciously limiting and even sanitising the discussion to the level only of the cognitive”.
- Publications aimed at young men need to pay particular attention to the style and context in which they are presented.

4.1.2 **The messenger**

- In addition to the message, the importance of messengers was highlighted. The success of encouraging **men to talk to other men** about gender issues is a common lesson shared by the guest organisations.

- Group sessions with women and men are opportunities to model these behaviours, and having men and women as facilitators with equal voice and levels of participation sends an important message.
- Identifying other individuals and role models who have an influence on men e.g. peers, mothers, fathers, grandparents, community members and celebrities is a strategy employed by many of the organisations working with men.

“There are always some mothers who get quite interested in the work. We have set up some parent training activities to use amongst these communities - so that parents will be the ones passing on the information and it will be coming not from the outside but from within their own community/family”.

Gary Barker, Instituto Promundo

- Around the world, the White Ribbon Campaign uses posters with local celebrities, t-shirts and rock concerts to combat men’s silence and complacency in ending violence against women.
- EngenderHealth created a “satisfied client” programme in Ghana, where clients who were satisfied with the programme and its methods were trained in client education and went to their communities to hold discussions about theory and experiences.
- In their “Guy-to-Guy Project” Promundo used base-line research to identify young men who were “more gender-equitable than prevailing norms in the communities”, researched the reasons for this behaviour, and employed these individuals as peer trainers.
- Learning from its methodologies in working with families, Salud y Genero is designing new approaches to work with men and women together.

4.1.3 The context and delivery

“Firstly a full community meeting takes place. The group are asked if they are interested in being involved in one of the peer groups. Here the men do tend to engage in dialogue. But the difficulty with men is for them to open up. To counteract this, you need a good facilitator - instead of talking about ‘gender violence’- you could ask: “How do you feel about a man beating up your sister?” Men tend to open up when the subject is related to their circumstances and this is helped along mainly by good facilitating skills.”

Omokhodu Idogho, Action Aid/Stepping Stones

- Creating comfortable environments to engage men is important. YOPF related that men are often reluctant to come together and talk about themselves and personal issues. Rozan relates, “Allowing men the space to express their own feelings, fears, deconstruct their social conditioning and tell their stories is critical.”
- Nurturing ownership and being culturally appropriate were stressed as important qualities of good projects. For example, Stepping Stones uses men from the communities with whom they work to help design methodologies and undertake data collection, as well as peer educators and trainers.
- Good facilitation was also highlighted as key for working with men and groups of men and women. There are very powerful emotions tied to issues of gender roles, and facilitators need to be sensitive to these.
- HASIK names their seminar facilitation technique “facipulation”, meaning “facilitating an awareness of gender issues while at the same time manipulating the flow of the seminar in order to maximise the possibility of a change in perspective.”

4.2 *The process of change*

- As with most social change agendas, overall changes in men's behaviours and ideas may take a very long time to achieve. However, many of the programmes highlighted at the workshop have achieved small, positive steps along the way. An understanding of the longer-term benefits of social transformations toward the more equitable is vital, but clarity about the process on how to get there – including the difficulties and pitfalls along the way – is also key.
- Project trainings, workshops and group sessions can provide an arena for ways in which gender change might happen on a wider level. For example, none of the initiatives used confront men directly with a personal gender change agenda. All of the projects have methodologies that have been tested, adapted and improved over time and employ different learning and training techniques to instil more lasting changes.
- Progressive approaches to engaging men: HASIK, Rozan and Stepping Stones among others, all outlined different strategies to engage men that progressively move towards personal gender transformation from more general and objective topics.
- HASIK states a basic premise of their methodology is “the need to balance cognitive awareness with affective commitment”. Their case study outlines six distinct and progressive stages to a Gender Seminar for Men: including setting the scene, hearing women's voices, and articulating women's issues, plus visioning a more desirable future, committing oneself and acting upon commitment.
- Stepping Stones gradually moves from the third to the first person in conversations with men on gender violence and sexual and reproductive health.
- According to Rozan, starting with their “self-growth” component before the introduction of gender and violence helps for three reasons: it provides men with a space to connect with their own needs, identify and express their feelings; it allows men to learn about and practice healthy life skills, such as communication skills and anger management; and it builds a strong sense of trust and alliance between the facilitators and the participants.

Being aware of the limitations of such approaches is also important. As Rozan also pointed out in their case study, some men, for various reasons, will be unwilling to change and to become allies: “For some, change will be too great a challenge to undertake...there were many examples in the workshops of men who sat silently through the process clearly finding it too difficult to open up and share.”

4.3 *Building alliances with other organisations: campaigning & policy work*

Organisations concerned with gender equality cannot undertake this work in isolation. Oxfam and its partners should not attempt to “reinvent the wheel” when it comes to working with men – as there is already an existing wealth of knowledge and experience. But rather, building alliances with organisations that already work with men will strengthen organisational learning, create stronger coalitions for advocacy and policy change, and help to establish a rational division of labour across levels and sectors while avoiding duplication of efforts.

The White Ribbon Campaign takes a “big tent approach” to building alliances with less conventional partners. The White Ribbon creed is clear: to end violence against women. Anyone that subscribes to this creed – no matter what their political or philosophical views may be – is welcome under the big tent to confront the issue at hand. This approach recognises that there will be differences, but that they can be set aside for the time being in order to form a stronger and more widespread alliance of men and women opposed to violence. Thus, businesses, religious organisations, labour unions and other groups can stand together as a unified alliance.

More men are needed in public debates around gender issues in order to bring to light men’s responsibilities in work towards gender equality and to serve as role models for men as partners in these efforts. Sakhli’s work with men in the media and the White Ribbon Campaign are strong examples of bringing men into the public debate and showing men that it is acceptable to speak out on gender equality issues.

In addition, achieving gender equality cannot solely depend upon small-scale project interventions. Reaching this goal requires profound social, cultural and economic change supported by better institutions and improvements to policies and national laws. This includes challenging the gender biases in economic policy, poverty reduction strategies and other laws such as those concerning violence against women, employment, maternity/paternity leave, education and health.

Examples of policy work include actively involving men as partners in advocating for better laws, and ensuring those laws recognise the roles and responsibilities of men. They also include direct interventions with policy makers. For example EngenderHealth works with policy-makers by holding workshops to discuss the needs of men in their respective countries and then working with them to develop action plans to address these needs. Instituto Promundo brings young men’s theatre productions directly to policy makers.

4.4 Lessons learnt from Oxfam staff

Reflecting on the case studies and workshop presentations, Oxfam staff made the following points:

- Oxfam is already working within communities in this way; we simply have not identified these as good practices for working with men.
- Many of these approaches need not cost a lot of money, e.g. reaching men through other men they come into contact with such as barbers, imams, etc. We need to focus on how we can build on existing programmes, rather than creating new ones.
- Our workplaces also have gender dynamics and relations. When we do programme work, we need to be very aware of these processes within Oxfam and the other organisations with which we work.
- There is a strong need for research and assessment/evaluations of the programmes to make our work more efficient.
- Oxfam works well on changing practices, and is often not explicit enough on changing beliefs and ideas.
- We do a lot of work with men in different contexts for example, in ending violence against women, we work with police, judiciaries, etc. Oxfam can connect this work

with some specific groups of men, including men we are working with at community level.

- We need to have a positive attitude, which is balanced with a space for reflection, and a criticism of negative/skewed power relations.
- Oxfam should be cautious when addressing men's involvement in our programming. We need to be clear about the frameworks that we are using, and what our goals are. Our work with men must contribute to our overall work on promoting gender equity.

5 Sustainable livelihoods, partnership and impact assessment

The second day of the workshop was entitled “putting it into practice”. The aims for the day were to apply the good practices, challenges and lessons to Oxfam projects on the ground. The day consisted of three main sessions that explored the added value of working with, men in the context of livelihoods programming, building partnerships and impact assessment.

To start the day, three Oxfam staff facilitated a session on sustainable livelihoods: Thalia Kidder of the Oxfam Policy Department, Krishnamurthy Pushpanath of MEEECIS and Terezina Hila from the Albania programme. This session was directly followed by a short session on “Building Partnerships” that raised questions about the process and aims of building partnerships between men and women in various contexts. Oxfam’s Magda El Sanousi presented a case study of the current effort to build a solid network of partner organisations to end violence against women in Yemen. In the afternoon there was a session on programme and project impact assessment, facilitated with inputs from Chris Roche of Oxfam GB and Gary Barker of Promundo.

5.1 Sustainable livelihoods and engendering economics

“Sustainable Livelihoods are about building social and human capital, productive assets, markets and financial capital – all of these. Improving the quality of life includes security and lessening vulnerability as well as increasing income.”

“We have different ideas about men and women that affect the way we engage in economic activities, consequently the economic outcomes. We need to change ideas, roles and behaviours of both men and women in order to have different outcomes.”

Thalia Kidder, Livelihoods Advisor, Oxfam GB

Sustainable livelihoods projects are found across the world in all Oxfam’s regions, including the UK Poverty Programme, and livelihoods is a major emphasis of anti-poverty work for other NGOs and international organisations. Oxfam has a strong history of livelihoods work, with lessons learnt and good practices in the gender/livelihoods arena including the use of participatory rural appraisal in planning and ensuring equal participation of men and women throughout the implementation of projects. Livelihoods projects supported by Oxfam GB include work with pastoralists, workers and small-scale producers on sustainable agriculture, income generation, micro-finance, labour rights, permaculture, infrastructure, market access and fair trading activities, among others.

There are several arguments for involving men more systematically in the gender equality dimensions of livelihoods programming. For example, in most cases, decision-makers in these communities are men. Some project experiences indicate that men can subvert development work focused on women’s livelihoods if efforts are not also made to engage them in the process. In livelihoods analysis, investigations into the household economy, common resources, markets, social capital and social networks quickly reveal that men’s economic roles, beliefs and behaviours are as much a part of the change process as developing livelihoods skills, knowledge and opportunities for women. The mutual interests of both men and women are therefore at stake.

The GEM project examines the ways in which men are affected by socially determined roles, activities and ways of relating. If these behaviours and beliefs contribute to the improvement of lives and secured livelihoods in different contexts, or if we can identify both social and economic benefits to create more options for behaviours and roles for women and men.

In short, livelihood policy and practice is largely determined by how we define an economy, what is regarded as economic activity, and the degree to which we subscribe to the socially determined economic behaviours for women and men. The primary assumptions behind a focus on men within a livelihood context is that there are identifiable economic and social benefits to increased gender equality and that men can be more easily engaged in a process of change if these benefits are brought to light. Thus, working with men to enhance current gender mainstreaming within livelihoods programming can be outlined in a three stepped approach. These three steps are:

- Incorporating an engendered economic analysis with an emphasis on both women and men's economic roles and behaviours.
- Sharing with project beneficiaries and partners the economic and social benefits of more equality in a livelihoods context – that is the benefits for women and men and households in terms of overcoming poverty, sustaining livelihoods and a better quality of life overall.
- Using project interventions as an opportunity for modelling behaviours of equal participation and decision-making among women and by men.

The first step entails applying a gender perspective to the commonly held notions of the economy, and thus to the economic analysis that underscores livelihoods programming. This livelihoods approach calls for an engendered economic analysis from the inception of any development process – not as an add-on during implementation. From the start, such a mainstreamed approach will produce very different ideas about what type of work that we should be supporting.

The workshop session began with an overview presentation by Thalia Kidder on applying a gender perspective to economics. This presentation brought to light that productivity of labour, efficient use of resources and vulnerability to shock are not gender-neutral concepts. Therefore, economic development interventions that are not grounded in sound engendered economic analysis may not be as efficient, effective or sustainable as they could be. Also key is the understanding that if the labour and capabilities of women and men are valued properly the entire household will benefit. The PowerPoint presentation from this session is attached as appendix 2.3

Box 3: Summary of the presentation on “Engendering Economics”

Many people define the economy in male-gendered terms – “the economy” is often understood as income-based activities, which tend to be dominated by men. Women are viewed as engaging in social, not economic activities, which tend to be devalued, even if the resources they provide sustain the family unit and wage earners. A more complete definition of the economy encompasses all goods and services that go into sustaining a livelihood. Resources and goods need to be placed in the diverse context of the home, community and workplace.

Perceptions of economic development are often gendered. Women manage many areas that are part of the “reproductive” or non-cash economy. These activities are essential for the

running of “productive” economy, but are not recognised, appreciated, or valued. In turn, economic development policy often focuses on making men more productive in the profit-making, productive arena, but projects aimed at women with similar content may be viewed as “social development”, and undervalued.

Control over resources, such as assets and land-ownership is also gendered, which can affect levels of negotiation in household decision-making. For example, women who have some cash or assets tend to have more leverage. This also depends on perceptions of the unpaid and paid work women undertake – if one’s work is properly valued more demands can be made for support and compensation.

The gender division of labour determines who benefits from policy changes – as women are segregated into some activities and men into others. As a result there is little flexibility in times of demand for male or female-dominated work, and policy interventions tend to support one type of activity – usually the male dominated income generation activities, not the caring and reproductive activities most often undertaken by women.

Perceptions of time and its value are also gendered. Women may be more in tune with the long-term effects and costs, positive and negative, of development (environment, health of children etc), and may be more patient in waiting for outcomes, whereas men tend to see short-term profit as a hard, positive outcome of an intervention.

5.1.1 Summary of the role-play – the Kiri II project in Albania

For the second component of the livelihoods session, Krishnamurthy Pushpanath (“Push”) and Terezina Hila presented a role-play in which both participants were ‘playing themselves’ respectively as an outside Oxfam programme evaluator and a field officer. This role-play brought to light that Kiri II project did achieve income generation for women, but that the fundamental gender relations in terms of decision-making and division of labour were not changing among women and men (see appendices 2.4 and 2.5 for the description of the Kiri II project and the script of the role-play).

Push emphasised the economic benefits of the project in terms of profit and benefits for the entire community such as electricity and the construction of a bridge. Terezina was concerned that women were not involved in decision-making behind the project and that this was reinforcing the concentration of female labour into herb collection. In addition, household labour, combined with these income generation activities, is an extra burden for women. Terezina argued that men need both to recognise the contribution of household work and to share domestic work with women.

It was concluded that the Kiri II project is a good practice in terms of market access, but that a stronger gender and livelihoods analysis throughout, as well as consideration of the positions, perceptions and motivations of men can also improve this work. Gender is not a luxury, not an “add-on” that can be dismissed through the superficial participation of women in project processes. It was concluded that there should be constant evaluation of the project and that to open up more options women could be also trained in business.

5.1.2 Small group discussion

In the third and final section of the livelihoods session, three groups were formed, each with a different assigned objective. Group 1 and 2 were composed mostly of Oxfam participants. The first group was asked to think about what a project officer could do to improve the

current Kiri project in terms of gender equity and men. Group 2 was asked to design a new marketing project similar to Kiri II that would integrate gender equity and men perspectives. The third group was comprised mostly of outside participants, and was asked to consider how men can be convinced to get more involved in domestic work. A summary of their conclusions follows:

Group one: how to improve the current Kiri Project

- Consider structures of decision-making – who is involved in terms of gender?
- Gendered participatory research could be conducted which would map access to resources and decision-making, power balance. It could lead to discussion on leadership training for women, training men in gender awareness and making an explicit issue of women and men's unpaid work, leading to consideration of implementation strategies.

Group two: how to design a new project based on the lessons from Kiri

The second group, when thinking about a new project, shifted their focus to project assessment. To justify spending to donors, evaluation and impact assessment is needed. For an effective assessment, greater understanding of gender roles is needed. Such an impact will reflect positive and negative impacts and will give a clearer picture of the needs of the community, so that building bridges etc may not be the optimum form of intervention.

Group three: how men can be convinced to get more involved in domestic work

- Economic changes in some parts of the world force some men to engage in domestic work- does this change men's values long term and how? What is the social value on men who do this work?
- Engaging women in dialogues which can influence men's behaviour
- Engaging the media to promote certain behaviours is also a way forward
- Certain arguments are useful: relationships will be better; women should be paid more to contribute to household economy; men are not taking opportunities to do domestic work; it's a way for men to be independent and modern;
- Engage social institutions in the process, such as religious groups, work, community-based organisations, etc.

In conclusion, the livelihoods session brought to light what we still need to know and do in terms of mainstreaming gender into livelihoods programming. Our perception of the economy and what it comprises needs to be expanded. We need to understand that the goods and services required to reduce poverty and build sustainable livelihoods are also derived from the reproductive sphere and these activities need to be valued properly. Men and women need to understand that a distribution of labour based on efficiency, not gendered norms, is the best way to sustain livelihoods. Project interventions can be used to model different roles and behaviours for women and men and to show the effectiveness of more equality. Men need to see the benefits of more gender equality – both the economic benefits and the related improvements in quality of life.

Oxfam can concentrate on partner and staff capacity in terms of participation, economic analysis and the benefits for men of more equality and options of behaviour. Oxfam staff and partners have the opportunity to model more gender equitable behaviour through project intervention. We can also learn from how and why men change. We can investigate instances when men have changed in different contexts and quantify the outcomes of those changes in

order to understand how projects can understand and support the motivations behind these positive changes. Closing

5.2 Building partnerships

Following the sustainable livelihoods session, and as a continued exploration of some of the questions it raised, the workshop turned its attention to a session on building partnerships among women and men. This session outlined partnership building as a process that can be nurtured - not viewed merely as a given outcome or result of circumstances.

The term ‘partnership’ is used widely in development discourse, both optimistically and euphemistically. Such usage is usually accompanied by assumptions of shared goals and core values held among the partners. By unpacking the term partnership and posing it as a process, it becomes clear that partnerships do not begin and end with perceived mutual interests. Partnership building is a process of negotiating more equal participation and decision-making and of reconstructing power relationships for better outcomes.

To open this session, a framework for thinking about the process of building partnerships was introduced. The workshop handout, “Building Partnerships Amidst Patriarchy” is summarised below.

5.2.1 Building partnerships as a process

Men and women enter into “partnerships” from various vantage points, each carrying the legacies of differing experiences of power, privilege, vulnerability and exclusion. Typically, men have not been part of the struggle for the advancement of women, and when they have, it is not necessarily for the same reasons as many women. Trust between men and women is not a given, nor is there a necessarily shared understanding of the goal of gender equality.

Below is an attempt to outline a more clear definition of partnership. In the process of articulating an acceptable definition, the components and process of building partnerships begin to take shape. This is not necessarily a linear progression. Often many “partnerships” may remain fixed at one stage. However, we can try to negotiate each of these steps towards the point of trust where equality begins to be actualised.

Establishing shared goals – such as ending gender-based violence, improved livelihoods, better governance, or ending poverty – and understanding that both men and women have a role to play in achieving these goals.

Fostering cooperation – with the understanding that working together is more effective than working in isolation.

Negotiating complementary roles – a division of labour may dictate roles for women and men that fall along traditional power and gendered lines. These roles may not be the most efficient or appropriate in a given context. Blurring these lines, opening up more options for behaviour for men and women is a goal of GEM. To establish complementary roles, men and women articulate agency, willingness and the efficiency in performing separate tasks.

Showing commitment – motivations for men and women may be different, but commitment to the process is crucial for partnerships.

Gaining trust – that benefits of partnership will be shared equally, each partner will uphold their end of the bargain, and that unequal power relations will not be re-established.

Box 4: The partner-network for ending violence against women in Yemen

Magda El Sanousi, Oxfam GB, Yemen

Partnership building at the institutional level is a major component of Oxfam’s work, and this session aimed to highlight some of the opportunities and challenges posed by Oxfam’s work with partner organisations. The second part of this session consisted of a case study presentation of the current Oxfam efforts to build a network of partner organisations to help end violence against women in Yemen. This effort uses a deeper analysis of gender and men to understand more fully the dynamics of partnership-building among groups with different positions and perspectives that are brought together by mutual interest and shared goals.

The Yemeni context for such work presents a variety of challenges. Comparatively, Yemen has a weak civil society and a weak state. Women’s organisations are newly emerging and are still finding their space and identity. There are laws on the books concerning violence and rights, including those informed by CEDAW and the Beijing Platform for Action, but they are not being implemented. Gender is often a difficult subject to breach in Yemen. It is viewed by many as a Western import standing in opposition to Islam, family and cultural values.

An enabling environment for gender equality includes a strong women’s movement, a democratic state, and a high level of human development. In Yemen there is a weak women’s movement and civil society, a weak democracy and traditional state with multiple sources of laws, and a low level of human development.

The Ending Violence Against Women programme in Yemen aims to change policies, beliefs- and practices in order to overcome violence and fight poverty. Some of its medium term objectives include:

- At least 50 per cent of women prisoners access just treatment and court decisions in Aden, Taiz, Ibb and Lahj.
- Marriage age is stipulated in family law, and early marriage is reduced by 2 per cent among girls below 14 years old.
- The incidence of violence against women reduced by 10 per cent among refugee/disabled women.

Longer-term objectives include:

- CEDAW articles promoted and the CEDAW Optional Protocol signed.
- Partners devise gender policies and gender-mainstreaming approaches implemented at different levels (institutions and programmes).

A network of 14 partners is being nurtured to implement the programme. Partners in the network are varied: traditional Women’s Unions, progressive human rights organisations, and groups comprised of both women and men. Leadership of the network is composed of both men and women activists.

The question was posed: “Is it worth investing in men as agents for change?” Some of the “pros” include:

- Men hold the decision-making power at different levels (household, community and state).
- Both men and women perpetuate customary laws and practices.
- Men should be a particular focus of work because they are a key factor in the perpetuation of gender power gaps in general and violence against women in particular.
- Previous experiences proved that men have played roles in the advancement of women and encouraged the involvement of other men (e.g. El Bardoni in the 1940s called for girls' education in Taiz and opened the first co-educational school)
- A combination of women and men working together can help transform the image of gender as “women”.
- Men have access to and can influence other men.

In sum, partnerships including men can take advantage of complementary roles, build solidarity and have a greater likelihood of achieving impact in terms of equality.

Some of the “cons” cited are:

- Men and women have different approaches and interests.
- Men may manipulate their power, creating a vicious cycle of violence against women.
- Men speaking to other men might devalue the profile of women and their negotiating power.
- Misinterpretation of the GEM approach could result in a reversion to a traditional state of “men’s guardianship” over women.
- Men may fear they will lose face when discussing violence against women with key policy makers.

Some ways to establish a process of institutional partnership building were suggested:

- Creating an enabling environment for equitable participation.
- Building leadership skills of women.
- Promoting a culture of democracy and human rights.
- Promoting better understanding of gender issues.
- Establishing dialogue between men and women on gender equality
- Sharing good examples of men who have supported women; men’s experiences of violence and highlight the gains to be had for women and men.

Building consensus

- Establishing common goals but recognising possible different interests.
- Establishing commitment by using conflict resolution tools (recognising that problems have solutions in the context of shared goals). Commitment is about willingness to resolve and overcome conflicts.

Co-operation and collaboration:

- Bringing the GEM approach to advocacy groups (building belief in the approach and commitment to its principles).
- Male partners can talk to other men involved in other partner organisations to disseminate a gender equitable culture of men and women working together.
- Male partners recruit more men as advocates (at Qat sessions and mosques for example)
- Joint programme activities enhance cooperation and collaboration (e.g. the campaign against early marriage).

5.2.2 Group discussion

In the context of developing partnerships between women and men and thinking specifically about power, groups in the workshop were asked ‘what do men need to hear from women?’ and ‘what do women need to hear from men?’. Feedback from the groups was:

- Women would like to hear men how they will organise their time and resources to make it happen.
- Men need to hear from women that the gender is threaten or subordinate men and both groups can gain positively from addressing the issues.
- Men need to be the ones to raise the topic sometimes – not speak on behalf of women but to take responsibilities in meetings to raise the points themselves.
- Women want men to respect their work and not to dominate mixed projects.
- Men need to speak up and interpret their own experience

5.3 Assessing the impact of GEM work

When we want to know what effect development programmes have on people’s lives, how do we decide what kind of changes are significant, and how do we assess them? The aim of the session was to look at the way Oxfam assesses the impact of its work on gender equity, to hear from Promundo about their work which assess change in young men’s attitudes, and for participants to discuss the issues around Oxfam’s annual impact assessment model.

5.3.1 Oxfam’s approach to impact assessment

Chris Roche introduced approaches to impact assessment - broadly speaking, impact can be assessed from the inside out, or the outside in. Looking at how a project’s objectives have been met produces a limited understanding of change because it excludes the context in which it operates. A better approach is to look at overall changes in people’s lives, ask people themselves how important they are and where they think change comes from.

At the base of the Oxfam impact assessment pyramid, which includes peer review and more formal evaluations, is self-assessment by frontline staff. Judgement is made on the impact of project inputs against five criteria: impact on the lives of poor women, men, and children; the degree of their involvement, changes in policies, practices, ideas and beliefs, the contribution of the project towards enhanced gender equity, and its likely sustainability. Progress is assessed on the basis of four indicators of progress towards gender equity: more equal participation in decision making processes, more equal access to and control over resources, reduction in gender stereotypes and discriminatory attitudes towards women and girls, and in gender-related violence.

A quick enlivener, for participants in pairs, asking the question “What key changes in attitude or behaviour would you want to see to improve gender equity?” produced some strong results that are worth further exploration. Indicators mentioned included:

- Equal wages for the same work
- Decrease in male violence
- Men doing in half of all unpaid work
- Payment for unpaid work
- Fifty per cent of women as government leaders
- Good-quality participation for women in decision-making,
- Parents treat sons and daughters equally,
- Men can feel that non-monetary rewards are part of the solution.

Box 5: Promundo's approach to impact assessment

Gary Barker introduced Promundo's approach to achieving and measuring changes in attitude and behaviour among young men. It assumes that male violence is not natural but learned, and can be changed. Promundo's activities encourage young men to question entrenched male values and attitudes towards women. These include peer-to-peer education through drama, discussions and media such as magazines; developing training manuals on issues such as HIV/AIDS, violence prevention and mental health; and qualitative and quantitative research on sexual and reproductive health and gender-based violence. These projects are evaluated in qualitative and quantitative surveys. One component of the evaluations is to listen to men and their partners - in particular young women's perceptions of men involved in these activities.

Promundo is also developing a system which aims to find out whether and how its interventions are leading to attitude and behaviour change. With support from Horizons/Population Council, a two-year study was launched in May 2002 designed to test the impact of an innovative programme to modify norms around gender, sexuality, STDs, and violence, and to encourage HIV/AIDS risk reduction behaviours. The study assesses the impact of degrees of intervention to determine what is needed to bring about positive changes for men.

Central to the study is a scale designed to measure "gender-equitable norms", known as the "Gender Equitable Attitudes in Men" or GEM Scale (there is no relation to the Oxfam GEM project). This scale grew out of Promundo's Guy-to-Guy project, which identifies young men who are "more gender equitable" than usual in their communities, and considered which social factors had contributed to these different behaviours and attitudes. This baseline data was then used to develop the programme by, for example, the mentoring of young men by other "more gender equitable young men" in the community.

So what are more gender-equitable men like? The study, launched in May 2002, defines them as young men who:

- Are respectful in their relationships with young women and other men and seek relationships based on equality and intimacy
- Would or do seek to be caring and involved fathers, and believe that fathers should share responsibilities for children with their partners
- Take some responsibility for reproductive health and disease prevention
- Are opposed to violence against women in their intimate relationships.

The GEM Scale consists of indicators used to measure the degree of gender-equitable behaviour and attitudes amongst young men in a pre-test period and look at how much these have shifted in two post-test periods. A questionnaire tests statements such as "A man always deserves the respect of his wife and children", "A wife should tolerate being beaten in order to keep her family together" and "I would never have a gay friend". The scale has so far been pre-tested with 750 men aged 15-60. It showed that most of those men agreed with the statements that women's most important role is to take care of the home, men need more than one sexual partner, and men should have the final word in household decision-making. This sample of 750 men (who will also participate in post-tests) is large enough to provide some statistical generalisations of the findings.

Promundo's longer-running programmes have been successful in changing non gender equitable behaviours and attitudes; the impact achieved in the field testing of training manuals included increased empathy and attention to care-giving; questioning machismo and recognising the cycle of violence. Promundo's activities have also provided insights into the kind of interventions that lead to positive change in attitude. Positive male role models were the most effective tools in these shifts, enabling young men to see their peers involved in child-care and condom use. Public reward for changes in behaviour has been effective, given that masculinity is often about performing and defending oneself in public. Changes in the community and/or family such as job loss, divorce, social trends and women's assertive behaviour were also revealed to be important factors in changing or challenging how men behave.

Although these activities are relatively small-scale they give some indication of what can be achieved. Changing entrenched traditions and social attitudes does not happen overnight; humility and patience is needed to see longer-term change (for more detail see the Summary of the GEM Scale presentation in appendix 2.8 and Promundo's case study in Appendix 3.5).

5.3.2 Group work

Participants divided into regional groups to discuss problems encountered in using Oxfam's impact assessment system to assess gender equity change in a way that included both sexes, and to suggest ways of overcoming them. The following points emerged:

Negotiating with partners

- Impact assessment needs to start when the project is formulated, and beneficiaries need to be able to state their own objectives in terms of change.
- Lack of baseline data is a core problem. It is rarely available, and a starting point for data collection should be identified.
- Oxfam has not yet established a dialogue with its partners on impact assessment. At the moment it is a process between managers and staff with only a few phone calls made to partners.
- Partners may give over-enthusiastic views of changes induced by the project.
- Partner objectives are often too far removed from Oxfam's annual impact assessment questions.
- Partners are asked to monitor regularly against their objectives but without necessarily using impact indicators.
- Sometimes gender equity is not a priority for partners, so information is being collected solely to satisfy Oxfam's reporting system.

Suggested solutions

- Negotiate with partners a more rigorous and precise, rather than ambitious, set of indicators and outcomes
- Establish a dialogue to engage partners in setting priorities on gender equality, and joint commitment
- Partners and Oxfam need to commit and agree to assess the impact on gender equity, and set indicators.

Oxfam staff capacity and time

- Field staff found that even with a strong gender analysis, background and commitment, it's hard to manage a workload and also have time to implement the tools/methodology to evaluate gender equity impact.
- There are so many demands made of field staff that it is hard to do a quality impact evaluation, even with the partners that have a gender perspective.
- Levels of gender equity/equality knowledge of Oxfam staff is still a challenge

Suggested solutions

- An urgent need to allocate sufficient time for impact assessment, and to build staff capacity and confidence.

Indicators

- Oxfam does measure progress in its work, but not impact. Indicators tend to be more about processes than impact on people's lives.
- Not all studies need baseline data. It is possible to use a smaller sample for a longitudinal study
- Mapping household decisions is necessary but can be arduous and time-consuming qualitative work.
- There are problems with the time-line – it's hard to see changes in gender relations in the time specified.
- Participatory assessment has been successful in Albania. Flow diagrams can illustrate who has benefited from changes – men or women.

Suggested solutions

- Cost out the monitoring and evaluation activities and include these in the grants and budget
- Monitor against basic numerical baseline data rather than state grand affirmations of qualitative change.

5.3.3 Conclusions

This session revealed very clearly that there are many broader problems associated with Oxfam's developing impact assessment process that need to be addressed, quite apart from particular issues or recommendations about how it could be improved in its assessment of gender equity. However, there were some suggested action points on gender equity, and how to include men, which were:

- Do more thinking about gender relations in our own lives and work in Oxfam in terms of power relations and attitudes.
- Have an annual impact assessment each year on gender relations and gendered ideas and practices in the institution.
- Talk to and work with men on gender equity.

6 Next steps, recommendations, and workshop evaluation

6.1 Oxfam action plans

The third and final day focused on agreeing concrete plans for action. The participants were divided into regional groups and asked to outline plans incorporating learning from the workshop into their regional programming, and to consider pilot projects that in some way focus actively on working with men. General guidelines for building action plans that emphasised being feasible and realistic were disseminated to the groups.

The action plans demonstrate how the participants took into consideration the lessons shared over the course of the previous two days of the workshop and applied these to their on-going work in new and creative ways. The action plans show a variety of entry points and potential partnerships, whether it is engaging men as vocal allies in policy and advocacy arenas through Oxfam's trade campaign in South and Central America, or active engagement with men in specific programmes such as working with men and boys on health and violence issues.

Implementing these action plans will depend on Oxfam regions to develop staff and partner understanding. The plans do not necessarily require a large increase in financial resources, but they will require staff time to co-ordination new initiatives. One key to the success of the GEM project therefore lies in our ability to make our current poverty programming more effective with a minimal extra commitment of staff time and resources.

The contents of the action plans indicate that in phase two of the project from Summer 2002 to Spring 2003 and into next financial year, it is likely that Oxfam regions will initiate one or more of the following options:

- Outreach and networking with organisations they have not worked with before
- Developing new areas of work with existing trusted partners
- Training workshops to build the skills of staff and partners
- Pilot projects to test out gender equality programming that includes men actively, in e.g. sustainable livelihoods and violence against women.
- Writing any or all of the above into 2003-4 business plans.

For the GEM project team, a primary objective during phase two is capturing the learning from the new Oxfam activities and pilots and synthesising this learning. Currently, three potential pilots are in Yemen, Albania, and work with mainstreaming initiative across Oxfam.

6.2 CAMEXCA and SAM Action Plan

Starting Points

- Main focus on SCO 1.1 and 1.2 - livelihoods
- Develop joint plan between CAMEXCA and SAM on Advocacy and Campaigns in context of Free Trade Area of the Americas
- Develop plans within framework of agrarian policies and labour rights/work with dignity

Time-lines

- November 2002 ministerial meeting
- Hemispheric Social Alliance (offer critique and alternative proposal)
- Introduce men and gender component to coffee campaign
- 2003 launch of labour "wedge" of OI trade

Definition of the Problem

Trade advocacy has included some gender perspectives, however they are:

- Mainly promoted by women's networks/groups
- Mainly conceptual - there is a need for concrete examples/evidence which links to specific issues

Opportunities/Aim

- Change proposals of partners/negotiators to include a few gender and trade points
- Raise awareness with male leaders/men in power positions to challenge and/or change their gendered ideas and beliefs
- Encourage men in positions of power to speak up about gender and trade issues

Plan for next six months

- Identify existing research (among partners, Oxfam coffee study etc) with evidence on gender impact of trade policies

Internal OI

- OI Trade Team (Americas) integrate ideas on men into OI proposals
- Make gender and men a priority issue for Coffee Wedge Team
- Agreement/commitment to push for one issue/proposal in Trade/FTAA advocacy this year to be discussed as a gender equity issue that is important to men and not only a "women's issue".

With Partners

- Negotiate this issue
- Stress the importance of having male spokespeople for this.

For 2003:

1. Research on labour rights by country which highlights gender equality issues
2. Discuss/ negotiate with Chilean groups working with men and women's regional networks
3. Identify and agree main points

4. Hold meetings with key actors to get them to take on these issues:
 - leadership of anti-FTAA
 - Negotiators
 - Politicians
 - Media
5. Goal: that a few (male) leaders will speak out on these issues.

Internal CAMEXCA and SAM

- Mapping of projects, with mixed and separate gender groups both directly related to gender equity issues and on more general issues.
- Discuss how to improve gender equity and AIR

6.3 East Asia Action Plan

	All	Oxfam GB	PADV	Oxfam International
What	<ul style="list-style-type: none"> • Circulate issues/lessons learned by way of bulleted points to all country teams 	<ul style="list-style-type: none"> • Share information about GEM workshop with country team and staff 	<ul style="list-style-type: none"> • Review current plan of action • Planning how to address the gender balance in community strategy, and introduce focus on male gender/men's involvement 	<ul style="list-style-type: none"> • Hold one or two East Asia regional OI GEM workshops, which links into the gender mainstreaming regional strategy
How	<ul style="list-style-type: none"> • Nori De Dios to draft, Mandy Woodhouse to comment and circulate 	<ul style="list-style-type: none"> • VIA staff meeting/targeted partners 	<ul style="list-style-type: none"> • Staff discussion 	<ul style="list-style-type: none"> • Liase with Novib/task force to take forward
Who	<ul style="list-style-type: none"> • ND/MW • Viphou, Phally 	<ul style="list-style-type: none"> • Viphou, Phally, Mandy, Nori 	<ul style="list-style-type: none"> • Phally and team 	<ul style="list-style-type: none"> • Mandy/Franz/Marlene/taskforce
When	<ul style="list-style-type: none"> • Draft of paper in two weeks 	<ul style="list-style-type: none"> • Cambodia: Aug/July • Philippines: July/August • PADV: July • Vietnam: SMT – July/programme in September 	<ul style="list-style-type: none"> • July staff meeting 	<ul style="list-style-type: none"> • Hold one workshop in March '03 and another in next financial year? • Think about resources
Resources	<ul style="list-style-type: none"> • Time 	<ul style="list-style-type: none"> • TIME, resources from GEM to help current task force; prepare one-page summary and five-slide power point 	<ul style="list-style-type: none"> • Time • Contact Viphou • documentation 	<ul style="list-style-type: none"> • Direction and support from GEM team • Regional resource people • Budget • Logistics

6.4 Southern Africa Action Plan

The goal of the Southern African plan is working on ending gender-based violence and the spread of HIV/AIDS, with a special emphasis on working with youth and work in rural areas.

	Six months	Longer Term
What	<ul style="list-style-type: none"> • Firstly, document good practices, experiences and methods 	<ul style="list-style-type: none"> • Consolidate documentation • Gain/ raise awareness of community-initiated work and encourage community ownership of programmes/alleviate dependency on donors/NGOs
How	<ul style="list-style-type: none"> • Look for, fund, and learn from innovative partner projects, which means taking risks but is essential because of the urgency of the problems • Network, share information from workshop, form links with Oxfam, other organisations and partners in order to increase capacity and knowledge • Hold platform meetings 	<ul style="list-style-type: none"> • Scale up level of support based on learning from research and work on the ground • Fund workshop like GEM for Southern Africa • Hold training in July on community initiatives around women and violence
Who	<ul style="list-style-type: none"> • Novib/Oxfam GB • PPSA, Engender Health • Stepping Stones • New Oxfam GB staff member in SA 	<ul style="list-style-type: none"> • Link with more partners • Foster international ties with resource people like Michael Kaufman, and other organisations • Share resources, lessons and knowledge from Southern Africa across regions
When	<ul style="list-style-type: none"> • Work to business plan and in context of regional meetings (dates?) • PPSA training workshop 22-27 July 	
Resources	<ul style="list-style-type: none"> • Find partners who can implement innovative programmes in rural areas - this is a challenge • Novib (adequate) • Oxfam GB (small) 	

6.5 UK Poverty Programme Action Plan

	Existing/Immediate Plans	Mainstreaming into Livelihoods	Work with men only
Activities	<ul style="list-style-type: none"> • Build on existing work with men and in gender analysis • Launch and disseminate current report on men, masculinity and poverty • Discuss workshop with colleagues, especially on area of economics and unpaid work • Incorporate ideas and insights into business planning 	<ul style="list-style-type: none"> • Incorporate a focus on men and masculinities into other gender work • specifically address men's issues within existing pilot project on sustainable livelihoods • Develop links/hold seminars with Regional Development Authorities and the Treasury 	<ul style="list-style-type: none"> • White Ribbon Campaign UK • Develop Stepping Stones model on a national scale • Launch campaigns for public education/awareness • Raise awareness corporately across Oxfam divisions, using UKPP's campaigning capacity (organisation - wide issue)
Resources/partners	<ul style="list-style-type: none"> • Utilise Oxfam publications and the Social Inclusion Programme as a means to disseminate report on men, masculinity and poverty 	<ul style="list-style-type: none"> • Develop capacity on economic analysis and men by sharing Thalia's knowledge with members of the National Women's Budget team • Incorporate a gendered analysis which includes men into the Church Action on Poverty sustainable livelihoods project in Thornaby, N.E England 	<ul style="list-style-type: none"> • Work with probation and youth services • Learning from Womankind's experience with the white ribbon campaign

6.6 MEEECIS Action Plan

What	<p>Yemen: Understand men's role in ending violence against women, through an analysis of partner organisations, with the aim of showing how organisations with different ideologies, leaderships and constituencies can contribute to the programme.</p> <p>Albania: Develop a tool for analysing men's interests in a livelihood programme, with the aim of enhancing women's economic role and political participation in the programme</p> <p>Azerbaijan: Enhance gender training in all programmes by including men and an analysis of men's gender.</p> <p>Georgia: Understand the effects of economic insecurity on men and women to enhance Oxfam's policy process in the Poverty Reduction Strategy Paper (PRSP)</p>
How	<p>Yemen: Through dialogue with partners, launch and dissemination of report/results of analysis</p> <p>Azerbaijan: Develop training methods</p> <p>Albania: Desk research and participatory analysis, using lessons from workshop to shape policy</p> <p>Georgia: Re-evaluating research</p>
Who	<p>Yemen: Oxfam Yemen Azerbaijan: Oxfam Azerbaijan Albania: Oxfam Albania and partners</p> <p>Georgia: Oxfam Georgia and Regional Management Centre</p>
When	<p>Yemen: Within six months Albania: Within six months</p> <p>Azerbaijan: Within six months</p> <p>Georgia: By September</p>
Resources	<p>Yemen: ?? Albania: Support from regional policy team</p> <p>Azerbaijan: Resources from workshop and Oxfam gender team Georgia: Support from regional policy team</p> <p>Consultation with workshop participants to build capacity</p>

6.7 Recommendations

6.7.1 Investigating the project as a space for transformation

Through future pilots and initiatives, we hope to learn more about the project as a space for gender transformation with men and boys included as part of the process. To achieve this we must approach project planning, implementation and assessment more systematically to learn more about the process of gender transformation for men, as well as for women, within the limitations of the project cycle. As outlined in the livelihoods section of this paper, every project intervention (site visits, memorandum of understanding, training sessions) should be approached as an opportunity to model and encourage more gender-equitable behaviour among men as well as among women.

Our learning so far has made it clear that the longer-term benefits of change may precipitate real or perceived short-term losses – especially for men. For more sustainable outcomes, we need to envision and action methods of gender transformation that last beyond Oxfam’s direct influence during the project cycle. Bringing to light the benefits of gender equality, and making these compelling for men, is a way forward

6.7.2 Ensuring ownership and home-grown change

Another important recommendation for more sustainable changes is to ensure that the process of gender transformation is one that is adopted and owned by communities, and thus reflects the given contextual possibilities and challenges. Communities may feel resistant to an externally imposed agenda of change, or may comply with suggested behavioural changes only for the duration of a project. Recommending more gender equitable participation in existing social systems, and showing the benefits of these changes, is one way to move toward community ownership in the process.

6.7.3 Engaging more gender equitable men as allies

For the more sustainable changes to take hold, men, especially men in influential positions, need to be engaged as allies. One strategy is to identify sympathetic (male) community and religious leaders and invest in them with more training and capacity building. Men like these can be instrumental in instigating longer-term changes.

6.7.4 Conceptual frameworks

The workshop was an excellent opportunity to test the proposed conceptual frameworks with a group of practitioners and Oxfam staff, but for the duration of the GEM project these should continue to be refined so they can serve as tools for the further work of the Oxfam and other organisations. It is clear that common definitions and understanding are needed to disseminate and implement GEM ideas and practice more widely.

6.7.5 Sustainable livelihoods

We need to understand that the goods and services required to reduce poverty and build sustainable livelihoods are derived from the household as well as the public economic sphere and these activities need to be given an economic value. We want to identify the blocks to more efficient partnerships (such as gender norms or male-biased economic analysis) and some of the ways forward (such as engendered economic analysis and development strategies) that highlight the economic and social benefits for men and women. Only then can the connections be seen between an engendered economic analysis, and the reduction of poverty in the longer term. Men and women need to understand that a distribution of labour based on equality and efficiency, not gendered norms, is the best way to sustain a livelihood. Project interventions can be used to

model different roles and behaviours for women and men and to show the effectiveness of more equality. Then men will be able to see the benefits of more gender equality – both the economic benefits and the related improvements in quality of life.

6.7.6 Partnerships

We hope to learn more about partnership building and the negotiation process that underlies it within the household and between institutions. At household level, this may mean looking more deeply at the behaviours, ideas and beliefs of men and boys within households and communities. It may also mean looking at how men and women can negotiate allocation of work towards the common goal of a more sustainable household. At the institutional level, we can learn from a focus on men as decision-makers and potential change makers in their special sphere of influence. We can work with a range of women's, men's and mixed organisations, and examine how collaboration rather than co-option of women's agendas will be needed in order to produce a more systematic approach and more equitable outcomes that empower women with the approval and cooperation of men.

6.7.7 Project design and implementation

We need to focus on project concrete project design to achieve our goals. This means an incorporation of good practices related to working with men, and also much stronger monitoring and evaluation systems for new projects. During phase one of the GEM project, it became clear that a sufficient amount of evaluation and impact assessment have not been undertaken for projects working with men. If we are to progress in this area and fully incorporate the Oxfams and other development organisations into the process of addressing the issues and instigating change, solid evaluations and impact assessments are crucial. Promundo's work on measuring growth in gender-equitable behaviours of young men showed us one way forward; the endorsement of the women in men's lives as a way of validating that change as real, offer another.

As a result of the implementation of the action plans, we can also draw some conclusions on how and why men change. We can investigate instances when men have changed in different contexts, and quantify the outcomes of those changes, in order to understand how projects can work directly with the cause of these positive changes. Careful and progressive approaches to unfolding change agendas reflected in the work of the participant organisations should be incorporated by Oxfam in its programming. To work towards more equitable ideas, behaviours and beliefs, we need to engage with men and boys in a language and context that they understand. Only then will they start to feel engaged on a personal level and give the gender equality agenda priority and voice.

Oxfam should also concentrate on partner and staff capacity in terms of participation, economic analysis and the benefits for men of more equality and a greater range of options of behaviour. Oxfam staff and partners have the opportunity to model more gender equitable behaviour through project intervention. Training partners and staff is crucial, as projects depend on the strong capacity of project staff and partners to launch and implement gender analysis that includes men.

More men are needed as role models to display gender equitable behaviours, both within Oxfams' programme, and as an institution. In Oxfam headquarters, gender sensitivity training for men - especially those in management - can be undertaken to take this forward.

6.7.8 Integrating the GEM approach within Oxfam's broader gender mainstreaming strategy

The lessons from the workshop, both in terms of good practices and specific programming and conceptual frameworks, should be shared widely externally and internally. This could be

achieved through website links, moderated e-seminars, and internal advocacy, which is a key mechanism for the success of this approach. In order to mainstream GEM across Oxfam at the corporate level, the ideas must be used outside the International Division. The project's conclusions and materials should become part of other major pieces of Oxfam's work, such as human resources recruitment and retention, programme systems, training and career development.

Following a major review of Oxfam's experience of the last 10 years completed in summer 2002, there is an opportunity for the GEM project to become part of an action plan drawn up by the International Division Senior Management Team. While this is not a primary aim of the current GEM project, its long term sustainability as an approach will be measured by how much it becomes part of the broad thrust of gender mainstreaming within Oxfam.

A strong lesson learnt from the other organisations participating at the workshop was the key role of alliance building. Oxfam should continue to expand its network of partner organisation, but also to engage in cross-organisational learning with other international organisations. For example, one of the themes of the 2004 UN Commission on the Status of Women will be: "Working with men". This represents an excellent opportunity to network with various UN agencies and to share our collective learning widely among governments, policy makers and the rest of the development community.

7 Workshop conclusions and evaluation

To what extent did we achieve the objectives of the workshop? Below is a brief reflection on the extent to which the objectives were achieved.

Objective one - Learning *good practices and lessons learnt from projects and initiatives that have included the participation of men and boys and how this work fits into Oxfam's vision.*

- At the workshop the participants were clearly enthused by hearing about the experience of a broad range of organisations working with men, illustrated by the accompanying written case studies.
- Oxfam staff were able to synthesise this experience from others, with their own knowledge of gender work in their programmes, in discussions at the workshop..
- During the workshop a number of conceptual frameworks were reviewed to help us understand and begin to apply these practices and lessons.
- The conceptual frameworks and definitions helped to establish some key concepts and were further refined as a result of the workshop discussions and critical comments offered by participants.
- The mapping exercises before and during the workshop (see appendices) helped to reveal to scope of possibilities for working with men and how these overlap with Oxfam strategic areas of work.

Objective two - Applying *these lessons to help Oxfam and its partners to plan, deliver and evaluate better anti-poverty programmes that include men and boys.*

- The sessions on livelihoods, partnership building and impact assessment revealed how working with men is truly a programmatic issue, and how, with the application of good practices, working with men can add value to anti-poverty programmes. However, there is a long way to go before we understand what that value consists of, and how to make it happen.
- The Oxfam cases studies on Albania and Yemen highlight what Oxfam needs to learn and what it can do better in terms of incorporating men more fully into gender work.
- At the workshop participants explored Oxfam's programming priorities and articulated potential ways forward through the drafting of action plans. Their priorities will also be actioned in business planning for the financial year 2003/4.
- A review of the action plans verifies that participants did take into account many of the potential ways forward for working with men including at the policy, organisational and household level.

Objective three - Networking *for stronger partnerships among those who have been working with men and boys and Oxfam staff and partners*

- Making contact with new organisations is one of the most challenging areas of developing programming, because of pressure of existing work. The workshop provided a space in which this happened in a fruitful and exploratory environment.
- As a result of the workshop, Oxfam staff made new connections with organisations working with men. We have no doubt that there will be gains for Oxfam from this networking, but recognise that how and where this adds value to Oxfam's work will need to be tracked and documented in the next stage of the project.
- Specific post-workshop contacts have been made between Oxfam and participant organisations and there are possible areas of collaboration especially in SAM, East Asia and South Africa.

7.1 Lessons from the workshop process

Below is a reflection on the process of planning and delivering the workshop.

'GEM works' and the web site - This preliminary work proved extremely valuable for the process of keeping to the planned agenda at the workshop itself. The 'GEM works' conceptual pieces and corresponding discussions helped the GEM team organise their own ideas in a more precise fashion before the event and to articulate common definitions around which we were able to build consensus. The pre-workshop questionnaire invited Oxfam staff to reflect on how and whether their programme worked with men as well as women. Achieving the workshop objectives was made possible by this preparatory work.

The agenda – With the day-to-day movement of “sharing experiences and building consensus” - from “putting it into practice” to “building action plans and partnerships”, the agenda was quite ambitious. Arriving at the goal of drafting plans on the third day – and the overall success of the event – depended upon building a consensus concerning what we were trying to do, as well as a sense of trust in the participants and planning team. The first two days of the agenda were packed with a large amount of material, but the outside facilitation team and the social interactions beyond the workshop sessions helped participants learn from this material and take advantage of the time available. Flexible facilitation allowed for more time to be spent on drafting and reviewing the action plans on the third day.

Participants – The mix of Oxfam and non-Oxfam staff proved to be a major advantage for achieving the goals of the workshop. One recommendation is for Oxfam to step outside of its own knowledge and comfort zone more often with workshops and projects. Learning from a broad range of practitioners including the organisations that Oxfam knows and has a long history of working with enables those bridges to be built effectively. Oxfam also can share its own organisational learning and vision with a wider community, and sharpen it in the process.

The conceptual frameworks - The conceptual frameworks and definitions helped to establish some clarity in order to move ahead with the workshop agenda, but they are still in development. These frameworks outline the range and scope of possibilities for working with men and show the potential synthesises with other gender equality and poverty reduction efforts. However, it is clear that these are generic frameworks. These frameworks are useful as starting points for any organisation thinking about the possibilities of incorporating men more fully and productively into their development work, but as with all gender work, do not offer a blueprint for specific country and cultural contexts.

Action plan implementation - Through monitoring the implementation of action plans we will be able to track the feasibility and speed of implementation of what we have set out to do, what works and what we can do better. The fact remains that until we undertake assessments of these pilots, much of our work to date will remain hypothetical. The action plans may not all be deemed successful in terms of gender transformation, but their implementation will greatly contribute to our learning and the refining of GEM processes.

7.1.1 The end of workshop evaluation

According to participants, how far did the workshop meet its objectives? Of the nineteen participants who completed an evaluation form, all felt the workshop had been successful overall. Most of them rated the workshop venue as excellent. The participants were divided in their opinion of the workshop process: some were very impressed, while others were less certain. The content was, however, very well received, as were the materials utilised during presentations.

"The livelihoods session was good. I was fully engaged the whole time. At no time did I look at my watch for the break."

Many of the participants remarked that they had enjoyed and benefited most from the external experts' presentations and knowledge. They were described as "good, concise presentations" and "real examples", with the session on livelihoods receiving especially high praise. The action planning session on day three was also extremely useful for many of those present, since it gave "time to think about Oxfam's work - and plan". The opportunity to share ideas, hopes and worries with other participants in a vibrant, passionate atmosphere was appreciated by many participants.

"Go slow on time-management. We can be flexible, especially if there are important issues that, when discussed, can further enrich the discussion and output."

When asked what aspects of the workshop could have been better, participants noted that the stress of limited time on presenters had sometimes resulted in presentations that were rushed and difficult to absorb, especially by non-native speakers of English. A number of respondents said that more time for discussion in groups and analysis of the issues would have enhanced the workshop process. Another comment was that Oxfam could have devoted more time to considering how the perspectives raised could enhance existing work. It was pointed out that an overview of Oxfam's work would have been useful for outside presenters as well as for Oxfam staff. One respondent felt that the workshop had been too focused on Oxfam's core work, which may have alienated some of the partner organisations. Another made the point that more information about international work with men at policy level would have enabled those present to place the issues in a broader context.

On the whole, the comments and evaluations were extremely positive, reflecting the workshop's invaluable impact on those who had attended.