



2017

Guidebook and Tools for Mobilising Men and Networking for Gender Justice



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for
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Background

About CHSJ and MenEngage South Asia

The Centre for Health and Social Justice (CHSJ) is a civil society institution working on issues related to health and social justice. It is a registered Charitable Trust founded in 2006 with headquarters in New Delhi. CHSJ is a resource organisation on issues of Men, Masculinities and Gender, Health rights of Marginalised Communities and Reproductive and Sexual Health and Rights. CHSJ works closely with adolescents, youth and community leaders. CHSJ works in partnership with other civil society organisations and shares learnings at the global level.

CHSJ is a founder member of Forum to Engage Men (FEM), a national civil society network working with men and boys for gender justice, which is associated with the global MenEngage Alliance. CHSJ has been hosting the secretariat of FEM from its inception in 2008 and it hosted the secretariat of MenEngage Alliance South Asia in 2014 and 2015. CHSJ also hosted the 2nd MenEngage Global Symposium – Men and Boys for Gender Justice, in New Delhi in 2014 with the MenEngage Alliance.

CHSJ has been actively advocating engaging men within a gender equality framework. CHSJ has also been working extensively with men in different states of India, involving them on gender issues at the family level such as domestic violence, girls' education, participation in domestic work, early marriage, dowry and so on. These men are also working on public gender related issues like women's participation in panchayats, eve-teasing (sexual harassment) and implementation of the laws on domestic violence. CHSJ's own work shows that there are a number of men in the community who are willing to try out new behaviours at home and in the public domain. This improves their relationships with their spouse, reducing inter-spousal disagreements, increases the depth of their relationship with their children and also creates a greater understanding of challenges and restrictions faced by women in their homes. Such men increasingly take public action including educational interventions to challenge gender discriminatory practices and work towards setting new social norms.

CHSJ has conducted a series of studies to understand the domains of change, the key elements that may lead to change, and the challenges to change in men and boys around gender equality. CHSJ had piloted an intervention in 100 villages in three districts of Maharashtra to involve men in improving the health outcomes of women within a gender equality framework. CHSJ is also running projects in the states of Uttar Pradesh, Madhya Pradesh and Jharkhand to facilitate community level social change processes where men start taking active roles in their families and communities for securing the rights of women and children. Thus, in Jharkhand CHSJ is trying to bring the child rights perspective within the broader framework of gender equality. CHSJ has also undertaken a project in Madhya Pradesh to bring about positive changes in the lives of women in rural communities, especially in the context of maternal health, by reinforcing a process of public and social accountability. This includes addressing the social determinants that

affect maternal health (early marriage, early and frequent pregnancies etc) by highlighting men's accountability as responsible partners and parents within the family and society; and improving the quality and utilization of public health services by addressing the accountability of health systems to the community (within the framework of the National Rural Health Mission).

CHSJ was a co-organiser of the One Billion Rising (OBR) campaign and led several discussions and talks in Delhi and in various states on the issue of the role of men in the increasing violence against women. CHSJ maintains a dedicated internet communication platform and a website-cum- news aggregator on the issue of men and gender equality which has a collation of news and updates around men, masculinities, violence, patriarchy, discrimination etc.

CHSJ also hosts the secretariat of Ek Saath: A National Campaign of Men and Boys for Gender Justice which has been launched with the objective of identifying men and boys who are willing to be at the vanguard of this change and build communities of such men and boys across the nation to spearhead a national movement. It builds upon the synergy between various organisations working on gender issues achieved during the 2nd MenEngage Global Symposium. Ek Saath is a joint campaign of three national networks – Forum to Engage Men (FEM), India Alliance for Gender Justice (an alliance of organisations which worked together to organise the 2nd MenEngage Symposium) and OBR, a global campaign against violence against women (VAW).

The global MenEngage Alliance has a strong presence in South Asia since 2007, where it is known as MenEngage South Asia (MESA). Through country-level and regional alliances, MESA seeks to provide a collective voice on the need to engage men and boys in gender equality and addressing masculinities, to build and improve the field of practice around engaging men and boys in gender justice, and advocating before policymakers at the local, national and regional levels.

Why This Guidebook?

Having vast experience on mobilisation of men in various institutions for gender justice and facilitating processes related to networking, CHSJ decided to develop a guidebook on the issue for activists and professionals. Many organisations are involved in mobilising from the community level to larger levels. There was a need to prepare a guideline on using various tools for mobilisation, and develop communication on working with men and boys for gender equality.

The objective of the guidebook is helping to learn how to plan various relevant events and campaigns and undertake networking. Member organisations of FEM working in their respective areas have achieved a large body of work on mobilising men and boys but there is little visibility to the strategies and tools they have developed at the grassroots. With FEM's association with the global MenEngage Alliance and the regional alliance MenEngage South Asia, this guidebook aims to provide a learning exchange for the community of men's work practitioners everywhere.

With these objectives in mind, CHSJ has brought out this guideline on using a variety of tools for mobilisation and networking with various stakeholders and practitioners. It is an effort to put together CHSJ and its partners' experiences on the use of tools for mobilisation.

The editorial team at CHSJ will be very happy to receive any comments and suggestions for improving this *Guidebook and Tools for Mobilisation*.

I

Linking Individual and Group Members with the Broader Network



Men's participation in supporting gender equality, challenging discriminatory social norms and addressing violence against women is necessary so that women, children, transgenders and other vulnerable groups can exercise their constitutional and human rights. It is necessary for self-change in norms in the family as well as in community. Men's participation is also necessary for building networks of organisations at the district, state and national levels for preventing gender based violence. In the process of making gender equitable changes, it is helpful for men to share the problems and challenges which they face. Small efforts at the micro-level can contribute to generating positive energy and creating an atmosphere where other men and boys also feel pressurised to reflect on their own position with respect to various discriminatory social issues.

A linkage programme needs to be organised at the district and state levels involving representatives of women's organisations, voluntary groups and civil society organisations and others. People need to be encouraged to share their efforts and experiences in the campaign against gender based discrimination, gender based violence and for gender equality. Relevant reading material along with change stories related to successes and challenges should be shared with the broader network. To learn about initiatives taken by other men and boys, some local group members should be given the opportunity to participate in trainings, visit organisations and go for exposure visits to other areas with the help of the state men's network. State and national network members can be invited to the field to see the work going on in the villages. This type of learning exchange visit also helps in generating energy through peer acknowledgement of the work of the group which has successfully implemented change.

Panchayat/ council representatives, youth leaders and other youth in villages and communities need to join the network linkage programme to make the campaign even stronger.

The objective of such a network linkage programme would be:

- To connect existing youth groups with state/national network
- To make men answerable for stopping violence against women

Role of men and boys in the linkage programme with the network-

- Introduce men in the intervention efforts taken by the network and help them join in;
- Give information about the programme to the people at the village level;
- Take responsibility in organising the programme;
- Invite the village Pradhan, Block Panchayat members and other gatekeepers of society to the programme;
- Make arrangements for collective action;
- Provide a common platform to work with men on the issues of gender equality and gender based violence.

Such a broader network provides a positive atmosphere to learn with other men and share local experiences while working towards self change. State and national networks can increase the potential of youth and help them gain exposure. With the presence of a men's network at the state and district levels, youth will get help in spreading awareness about the issues and in lobbying for change.

Expected result of developing linkage with broader network - Youth groups and men's groups will be able to understand the network process and they will become part of a strengthened network. Youth will be able to quickly take up initiatives at the local level related to gender equality and gender based violence. Other men of the village will also be connected to the men's

network. People will react and respond towards violence against women instead of being silent bystanders. The youth will be connected with different organisations at district and state levels which can help to improve the youths' identity. The youth will get help in the process of individual change by working on the same at the local, community level. This, again, helps to set up and strengthen a sensitive, responsible and accountable group of men and boys.

Participation in the network-

- Office bearers of state/national network Secretariat
- Network members from other districts of the state
- Representatives of district network forum
- Representatives of women's organisations
- Representatives of local organisations/groups
- Panchayat representatives at various levels

II

A Guide for Making Interventions and Conducting Sessions in Schools and Colleges



Schools and colleges are the sites where social norms are created and reinforced. These institutions also help to bring in the crowds for any campaign and its related events. School teachers have a reputed standing in villages. Teachers can be mentors for youth and boys. Usually, in educational institutions and homes different criteria are set for the education of girls as compared to that of boys and hence they are both treated differently. The girls are usually victims of discrimination and violence in schools, colleges, roads and public places. No initiative is taken at the level of the school and college for addressing this.

Schools are generally extremely closed places and there is huge denial in educational institutions on sexual harassment. School and college also function with the thinking that their responsibility is only of increasing academic knowledge and information of students, with the result that they are kept away from practice. For example, all educational institutions teach about the Constitution of India but few have the courage to put into practice the constitutional values they teach so that the students imbibe the values from more than books and lectures. Even the principle of democracy is neither practiced in the institution nor practiced at home.

Objectives of conducting the sessions-

- To develop an understanding of the discrimination and violence against girls and boys and the reasons behind it.
- To make school managements accountable for creating a violence-free atmosphere for girls in schools and colleges.

Activities that can be organised -

- Regular meetings with school management and teachers
- Sessions with students on different topics
- Competitions at the school and block levels on relevant issues
- Regular follow-up with teachers

Topics for the sessions-

- Discrimination against girls
- Negligence in providing health treatment to girls
- Marriage at an early age
- Domestic violence
- Dowry harassment
- Overload of work on women
- Discrimination against widows
- Violence against women at the workplace
- Sexual harassment of women and girls in public places
- Current laws related to violence against women

Materials that can be used -

Flash cards

Posters

Umang Practice Book (an exercise book for children, brought out by MASVAW)

Strategy for conducting sessions - To conduct sessions on various issues with students in schools and colleges, the role of trained youth group members and institutional facilitators will be important. Facilitators and group members should act as resource persons and invite lawyers, teachers and representatives from local organisations to the sessions.

III

A Guide for Community Level Meetings



Often, people keep quiet on the discrimination and violence against women going on inside homes. They say it is a private matter and it is not their problem. In the same way, people don't react against incidents of violence against women in public places. As a result, the confidence of the perpetrators of violence increases and slowly a terrible atmosphere of violence against women and girls gets created. The perpetrators of violence reply with sophistry with sentences such as:

What does this have to do with you?

This is my personal matter

This is between husband and wife

First go and handle your own home etc

People around them then do not take any action, which leads to further violence. In this kind of situation, it is necessary to make the Panchayat accountable so that it takes the necessary steps in reducing such incidents. It is necessary to increase the active participation of women in the Panchayat.

To disseminate correct and necessary information regarding these issues, an important step is to carry out a campaign with the youth at the village level and organising community meetings.

Objectives of community level meetings-

- To give information regarding the Protection of Women from Domestic Violence Act 2005
- To sensitise Panchayat representatives about the different issues of violence against women
- To develop an atmosphere of zero tolerance for violence and discrimination.

Issues to be discussed in the meetings-

- Social discrimination and violence that takes place against women and girls
- Protection of Women from Domestic Violence Act
- Women's active participation in the Panchayat
- Initiatives to be taken by youth and men to stop social discrimination and violence against women

Strategies of the meetings - At the community level initially getting to know the Panchayat representatives, teachers, retired workers and officers, executives, youth, representatives of the local groups etc. Have discussions with them and invite them to meetings and discussions. The meetings should be organised in public places where even women are able to come without any difficulty and put forth their views.

Things that need to be considered - During the meeting give enough opportunities to the people of the village to put forth their views. Women should be encouraged to speak and participate more. Allegations and counter allegations should be avoided in the meeting. Documentation should be compulsorily done on the things said and issues raised by the people. Resource persons should talk about the possible legal aspects of local incidents that may have taken place.

IV

Guide for Candle Marches



The Candle March is a social protest activity and a show of solidarity. It is a very effective way of bringing people together without carrying out any deep discussion and debate. The activity is also treated as a form of non-violent protest against violence and injustice, helping to spread the message against it.

Objective of the candle march - The objective of this programme is to inspire the people of the village or town to raise their voices against violence and personally commit to not perpetrating violence against women.

How it will be done - During the campaign, in the evenings the youth and men of the village or colony/ town will light candles, shout slogans for stopping violence against women and sing songs on the topic while walking around the village/town. To ensure the participation of people, give them candles and invite them to join the march. During the march, some youth group members can distribute study material, pamphlets, posters, stickers etc so that correct information is disseminated to the community about issues related to injustice and the laws against violence as well as our position on the issue.

Oath to be taken during the candle march -

For girls: I(Name) pledge that from today onwards I will go against and not tolerate any discrimination, beating, abusing, teasing etc which happens in my house or at other places. I will also not accept to staying at home all the time and specially in the night. I will go out.

For boys/ Men: I(Name) pledge that from today onwards I will not commit any discrimination against girls/women or beating, abusing, teasing them etc and I will also raise my voice against it. I will support all women and girls towards their autonomy and mobility. I show my solidarity to their demand for justice and rights.

Guide for Cycle Rallies



Objective of the cycle rally- Cycle rally can be conducted to make people aware about the discrimination and violence carried out against women and girls, with the specific objective of:

- Creating an environment that breaks the silence on violence against women
- Giving information on The Protection of Women from Domestic Violence (PWDV) Act 2005 and other related laws

The cycle rally can be conducted in those villages which have interventions under any project to involve men and boys to address gender based violence and in nearby villages to create a positive environment that stops violence against women.

Strategy for the cycle rally - The cycle rally will start from one place and go to all the villages in the intervention. The rally leader will be chosen from among the leaders of the youth groups or community groups formed in the villages. The rally will ensure the participation of all the youth of the villages and also participation of organisations in the area, women's groups, Panchayat representatives etc

Activities during the cycle rally – Some participants will display relevant signs and posters during the rally. Going around the villages, participants chant slogans on stopping violence against women. Pamphlets can be distributed giving information regarding the PWDV Act. The main activities can be as follows –

- Organising planning meetings
- Going to all the villages where there is intervention
- Calling out slogans
- Distributing pamphlets
- Organising a concluding meeting in one village. Invite some community leaders or Panchayat representatives of the village to speak on the issues of concern

Slogans and messages that can be used during cycle rally -

- *Har vyakti ka hai adhikar, hinsa mukt ho ghar parivar* (Every person has the right to have a home and family that is violence-free)
- *Raham nahi adhikaar chahiye, mahila ko sammaan chahiye* (We want our rights not pity, women demand to be treated with respect)
- *Mahila ke sahayog bina, har badlav adhura hai* (Without the support of women, no change is complete)
- *MASVAW* ne thana hain, mahila hinsa ko mitana hai* (MASVAW is determined, to stop violence against women)
*MASVAW is the network Men's Action to Stop Violence Against Women
- *Chuppi todo, hinsa roko* (Break the silence! Stop the violence)
- *Har mahila ko sammaanpurna jeevan jeene ka adhikaar hai* (Every woman has the right to live a respectful life)

Gender *Mela* (Gender Fair)



The youth groups and men's groups from the villages would have made efforts for individual change and now these efforts have to be shared with the public. Events like *Gender Mela* (Gender Fair) can be organised in which men and boys share their personal stories of change and try to encourage a violence free environment for women. The fair includes various kinds of games and competitions based on role reversal games for youth group members and their sisters, and students of local schools and colleges. During the programme, the youths' family members, Panchayat representatives, local organisations etc are included in the discussion on women's rights.

For organising the *Gender Mela*, it is suggested that planning meetings be organised with the youth groups and leaders of all the groups. There should be intensive publicity of the event at the village level and in schools and colleges, as well as perspective building with the students and teachers.

Boys and girls who participate in the different gender competitions/games can be honoured and the organisers can try to draw out opinions and lessons from them about stopping violence against women and reducing inequality. For building the right perspective, there should be a dialogue with the resource persons.

Objective of the Gender Mela -

- To motivate youth to bring about changes in stereotyped gender roles
- To publicise the youth's efforts at self-change
- For the youth group to actively take initiatives for women's rights

Gender Mela Activities –

- Gender Competition for Boys – Competition on making *chapattis* and sewing buttons on clothes
- Gender Competition for Girls – Competition on riding the cycle slowly and flying kites
- Snake and Ladders game based on gender roles
- Discussion on women's rights
- Poster exhibition on violence and masculinity
- Distribution of awards and certificates

Role of youth in organising the Gender Mela –

Giving information about the programme to the community at the village level;

Contacting teachers and students of the schools and colleges and having discussions with them on the event;

Wall writing of campaign messages;

Taking overall responsibility for organising the programme;

Inviting village heads or Pradhans and Block Panchayat Members to be a part of the programme

Inviting local school teachers;

Distributing resource material

Participation –

Youth and adult group members and their friends from various villages/communities;

Village *pradhans* (heads), panchayat members, Block Development Committee members;

Group members of selected villages;

Representatives of local women's groups and other civil society organisations;

Students and teachers of local schools and colleges;

Media representatives;

Representative member of the men's network in the district

Expected outcomes - Regular meetings and discussions held among the youth after the programme. Many people in the village, especially the youth, will be more interconnected with each other and ready to reflect on social issues. Public activities may be started for stopping gender discrimination and violence against women. The youth may get support from their family members in the process of self-change. The youth can take the responsibility of organising the campaign to stop violence against women

VII

Guideline on Network Management

Purpose of the Guideline - Every network needs some guidelines to ensure good processes and high quality impact of the network. The purpose of this guideline is to provide current and intended members of the network set up to end gender based violence with the principles of management and governance of the state/national network. These could be the guiding principles for the network, which direct members to the core values and principles of the network.

Scope of the Guideline - The scope of this guideline covers a range of management and governance issues aligned with the vision, mission and objectives of the network. As such, it includes:

Name of the Network;

Vision and Mission;

Goals and Objectives;

Legal Status;

Guiding Principles;

Membership;

Governance structure and Management

- **Name:** Each network should finalise its name with a certain level of participation of the founder members of the network. There is need to keep certain principles in mind during the process of deciding on the name, like - attractive, inclusive, related to positive action, providing a feeling of togetherness, less controversial, and holding the value to be conveyed. Some names of networks are - MenEngage Alliance, Forum to Engage Men (FEM), Men's Action to Stop Violence Against Women (MASVAW), Men Against Violence and Abuse (MAVA), Men Against Patriarchy.
- **Vision and Mission:** This again needs to be finalised by the network's founder members or a designated working group from among the members. The working group can draft a statement and present it to the core group to finalise and later get consent from all members of the network. For example, 'Engage men and boys to promote gender equality and violence-free space for women and children'; the vision of MenEngage South Asia is, 'Creation of a gender-just society in the region where all men, women, differently identified persons and children enjoy equal rights, opportunities and value regardless of caste, class, ethnicity, country and religion.'
- **Objectives:** The network should have a draft of its objectives so these can be reviewed from time to time. The exercise needs to be carried out in a collective way. A working

group can draft the objectives and finalise them in a core group meeting. Some examples of Objectives are:

To establish active linkages between local, national and global to raise men and boys' voices and action on gender-based violence/VAW;

To do advocacy at various levels for ensuring action to engage men and boys to address gender based violence;

To develop a knowledge base on men and masculinity through research and study etc;

To have a campaign to change structural and behavioural barriers to ensure gender justice;

To establish alliance with the feminist movement and social justice movement to ensure gender justice

- **Legal Status** - The network of engaging men and boys to promote gender justice will act as a body of civil society network and therefore, its registration with any legal authority is not compulsory. It depends whether the network wants to be a registered body or be a flexible body of a group of practitioners, academics and media professionals for working with men and boys towards gender justice. If the network is not registered then some registered organisation has to host its secretariat and generate/host the funds for the network. The network can decide the responsibility of the secretariat and periodicity for hosting the secretariat. The network can be governed and managed by a core group or designated person/group under its guiding principles.
- **Guiding Principles** – The network's core group should draft its core principles and take approval in the network's general body or any approved body to finalise the terms of reference of the network. There should be inclusivity of members who wish to make relevant and positive contribution to the development of the network. Core principles of MenEngage South Asia network can be adapted by other networks:
 1. **Zero Tolerance towards gender based violence:** We will have zero tolerance towards all kinds of violence against people on the basis of gender, sexuality, caste, class, ethnicity, nationality and religion
 2. **Gender as relational:** We believe that men and boys should be engaged in achieving gender equality and in advancing the rights, health and well-being of women, girls and differently identified persons
 3. **Questioning men's violence against women:** We are dedicated to engaging men and boys to end all forms of violence and to challenging dominant constructs of masculinities
 4. **Working as allies with existing women's rights processes:** We will work as allies with women and women's rights organisations to achieve gender equality

5. **Promoting existing inter-country instruments for human rights:** We are dedicated to engaging all persons and institutions to fulfill the mandates, statements of action, and principles of all the Human Rights inter-country instruments and covenants
6. **Sexual diversity and sexual rights:** We are dedicated to promoting cultures of masculinities that respect sexual diversity and sexual and reproductive rights of all, and that engage men and boys responsibly so that reproductive health and rights are more evenly ensured
7. **Non-discrimination:** We will actively question, advocate against, and seek to overcome, sexism, social exclusion, homophobia, racism or any other form of discrimination
8. **Democracy:** We will practice and promote inclusive democratic norms and values in all our work and processes in the region and beyond
9. **Transparency:** We will be transparent and ethical in all our actions, and would make public our sources of funding and annual budget
10. **Collaboration:** We seek to work in collaboration, dialoguing openly about institutional and individual differences to achieve consensus. Further, the Alliance will strengthen the learning and sharing environment, and provide a platform to the alliance members' partners
11. **Constant critical reflection on privilege:** We will engage in a process of constant critical reflection and cultivate the habit of questioning our own works at regular intervals to create a strong alliance at the regional and sub-regional levels

- **Membership of the Network-** The network membership shall comprise of members/ professionals from NGOs, development partners, institutions and individual practitioners who believe in the network's vision and mission and have willingness to contribute to the network and learn from it. Membership can be classified into various categories such as:

General Member- Development Organisations (NGOs, INGOs), Institutions and Individuals who believe in the network's vision and mission and have certain years of experience in relevant fields;

Associate Member- UN agencies, Donor agencies who believe in the network's vision and mission;

Strategic Member/Partner- i) Groups/Clubs etc who believe in the network's vision and mission and have certain years of experience in relevant fields; ii) Network-level alliances with other networks and groups in the country and abroad that work in a similar field.

- **Governance Structure and Management of the Network**

The network's activities can be facilitated by a Core Group with the cooperation of General Members and Associate Members. The number of core group members should not be more than nine and they should be selected or elected by the general members only. Core Group members

should meet on a periodic basis like every quarter. An Annual General Meeting (AGM) should be held at least once a year.

Role and Responsibility of Members-

General Members: will be responsible for approval of overall planning, monitoring and implementation of the network and its activities. General members should attend network meetings actively and regularly. There should be a provision to address the matter if any members are not attending the meeting of the network. For instance, the provision could be: *If a member has failed to attend three consecutive meetings, his/her membership will be held up and will be taken to the general body for further decision.*

Members should contribute to resource mobilisation with respect to financial and technical resources to support the network's activities. The means of contribution can be decided by the member. General members will mainstream men engagement issues to address gender-based violence in their respective activities, organisations and programmes.

General members can propose to select and enroll new members and this can be finalised in the general body meeting of the network. Any decision in the general body requires a quorum which could be two-thirds of all participants in the meeting. The network should try to take every decision on a consensus basis. In a situation where there is no consensus the General Body can use majority vote as the last option. The AGM can be held more than just once a year, it can be convened whenever a meeting is required. NGOs and institutions can nominate two persons to the membership and one of the nominated persons can participate in the meeting and represent the organisation.

Associate Members: Associate members can attend the network's meeting like general members if they intend so. Associate members should contribute in resource mobilisation with respect to financial and technical support to the network's activities. Associate members can give their advice and suggestions for the advancement of the network in the regular meetings. They should not participate in voting and processes where there is a contest.

Strategic Members/Partners: Strategic members are normally not bound to attend regular meetings but they can attend if they are interested in observing a meeting. They can do publicity in favour of the network and its activities both in the country and out of the country. They can give assistance to raising resources for the network both in the country and out of it.

Core Group or Steering committee: Members of the core group should be determined by the general members in the AGM. Core group members are key to taking important decisions and

the network's activities will be facilitated by core group members for the advancement of the network with the approval of the general body of the network.

There should be 7-9 members in the core group. While electing/selecting the group a balance should be maintained to ensure participation of organisations and individuals of various backgrounds. In order to carry forward institutional memory, at least two members of the previous core group which has finished its tenure should remain in the newly formed core group.

Any decision by the core group should not be executed without the approval of the General Body of the network. However, considering the barriers and feasibility of convening a General Body meeting, such consent can be taken over email. All members are strongly encouraged to respond to such emails. If a member does not respond, it will be assumed that he/she does not have any reservation on the issue being discussed.

Secretariat of the Network: There are two ways of hosting the secretariat. In one case the secretariat is held by an organisation but it is accountable to the governing body of the network and a coordinator who reports to the core group is appointed by the governing body. This gives the network sustainability of resource generation.

The other option is to revolve the secretariat on a periodic basis, with greater control by the current host organisation. When the secretariat is revolving then it should be revolved among the General Members. The secretariat should not be changed before a period of three years. It can be decided for how many consecutive terms the secretariat can be hosted by one organisation. While selecting the secretariat, emphasis should be placed on the previous track record of an organisation with respect to working on the issue of men and boys as its core issue. Any organisation in the network which is solely involved in engaging men and boys should be given priority in hosting the secretariat.

Role of Secretariat: Normally, the secretariat becomes the focal point as the first point of contact for all information in relation to the network. The secretariat is responsible for coordinating meetings of the network, and facilitating decisions and follow-up along with the network's members. It should be responsible for facilitating the process of arranging funds for the network with the support of the core group. It also produces the annual report for the network.

General Conditions- The core group should ensure members' participation in every aspect of the network's work. For this, the core group can form several task based working committees. These working committees will only be eligible to work after they are approved by the general body. There should be a quorum for every committee/ body for holding its meetings. Normally, two-third attendance is adopted from the meeting.

At least one AGM should be convened in a year. Membership should be reviewed every five years. However, any organisation or individual can have the right to withdraw from membership at any time. Individual members can serve the network by offering their expertise as the general body considers suitable.

In case of representation by an organisation, a focal point person who is at least in a managerial position can be nominated by the executive director/ president/person of similar status from the organisation, to participate in the network's meetings. However, in the core group only the person who heads the organisation should be eligible to participate. The same should be applicable for an individual when nominated/elected to the core group. The secretariat should be informed at least a month in advance if an organisation wants to change its focal point person.

If it is observed that a member is absent for three consecutive meetings of the General Body, the membership should be cancelled. All network members are expected to maintain the network's norms and values, if there is any evidence of violating them then their membership should be withdrawn. Cancellation of membership for violating norms and values or for any other reason should require the consent of at least two-thirds of the existing members of the general body.

The core group should normally be selected/elected in the AGM every three years.

Finances: The network should raise funds for each of the issue-based events, campaigns and capacity building related initiatives either through donation from the network members or from other sources like the development partners of donor agencies. Where possible, the network should operate a separate bank account; the account should be maintained through the financial management procedures of the organisation acting as the secretariat of the network.