

**OAK FOUNDATION GRANT-MAKING PROGRAMME ON ENGAGING MEN AND  
BOYS IN ENDING THE SEXUAL ABUSE OF CHILDREN AND VIOLENCE TO  
CHILDREN IN GENERAL**

**INDEPENDENT REVIEW**

**APRIL 2017**

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## EXECUTIVE SUMMARY

### About the review

In September 2016, The Oak Foundation commissioned an accessible and practical independent review of its five-year grant-making Programme to engage men and boys in ending the sexual abuse of children and violence to children in general. The review was primarily retrospective but also set out recommendations for the next five years of the Programme. It was conducted by Sandy Ruxton, Peter Baker and Erin Stern, and was completed in April 2017.

The methodology comprised the following main elements: *semi-structured interviews* with a sample of Oak staff, grantees and external experts (n=37); *fact-finding field trips* to Bulgaria, Switzerland and Uganda to discuss the projects there with grantees, the staff involved in delivery and personnel in partner and other relevant organisations; *online qualitative and quantitative surveys* of Oak staff and grantees; *a webinar for internal and external stakeholders* to discuss the emerging findings and provisional recommendations for future action; and *a rapid literature review* of successful interventions which have resulted in attitudinal and behaviour change in men and boys, and/or changes in relation to wider gender norms, in respect of violence and sexual abuse against children.

### Key findings

- **The CAP's work:** The CAP's funding of projects that engage men and boys in tackling child abuse remains highly relevant, targeting work with men and boys on a scale matched by few, if any, other funders. The CAP is supporting work in countries where engaging men and boys work might otherwise not have happened or, if it did, on a smaller scale. Its long-term commitment is also important as ending child abuse is, inevitably, an ambition that requires sustained engagement.
- **Interventions to prevent violence against children:** There have been relatively few rigorous evaluations of the effectiveness of interventions involving men and boys to prevent violence. Overall, the evidence base is poor, relying on fairly narrow geographical areas, and weak interventions.
- **Oak's approach:** The breadth of the work to engage men and boys was commended by the expert stakeholders. Its 'upstream' focus on the causes of child abuse was seen as not only very important but also refreshingly different from a great deal of other work in this field which has not brought together the fields of gender/masculinity and children's rights. Oak's willingness to take risks in this area, including testing hypotheses and new ways of working, was also acknowledged.
- **Goal of CAP's 'Focus Area 2':** The current formulation – *'To ensure that by 2030 men and boys are the driving force in the elimination of the sexual abuse of children'* – is problematic. There is a concern that highlighting only the role of men overlooks, and potentially downplays, the contribution of women and girls. The goal also refers specifically to the 'sexual abuse of children', whereas in practice, projects that engage men and boys have been and are being funded by the CAP to tackle violence against children as well as sexual abuse. The 2030 target date, while commendably ambitious, seems arbitrary and almost certainly unachievable.
- **Mainstreaming work with men and boys:** There have been suggestions that the work to engage men and boys could be mainstreamed into Focus Areas 1 and 3 rather than exist as a stand-alone workstream (Focus Area 2).<sup>1</sup> However, this is a relatively new and not yet well-established area of work and one that requires specific skill sets.
- **Challenges in engaging with men and boys:** Grantees stated that they face some significant challenges (e.g. traditional gender stereotypes; overcoming resistance from men and boys;

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<sup>1</sup> CAP Focus Area 1 concerns Ending Sexual Exploitation; Focus Area 2: Engaging Men and Boys; Focus Area 3: Violence Prevention and Child Protection.

socially and politically conservative institutions; low levels of public and professional awareness of sexual abuse and violence against children; and finding the right settings for engaging men and boys).

- **Views on impact:** There was general agreement that it is highly probable that primary prevention programmes have the potential to impact on reducing sexual abuse and violence against children and that the engaging men and boys (EMAB) work is valuable and worthwhile. It is also clear that the CAP's EMAB work can make an important contribution to the evidence base.
- **Indicators of progress:** The indicators of the impact of the EMAB work have, despite a significant amount of work by the CAP, remained poorly defined and unimplemented.
- **Individual v structural change:** Most of the projects funded by the CAP are focused on individual attitudinal and behaviour change rather than achieving systemic or structural change. Several expert stakeholders considered that, if the EMAB programme is to make significant progress towards its goal, there should be a greater focus on structural change.
- **The application process:** Grantees were generally very complimentary about the level of support provided by CAP Programme Officers as well as their flexibility if circumstances change. Perhaps unsurprisingly, some less favourable comments were made by those who had sought to apply for CAP funding, but had not been successful.
- **Funding allocation:** Most of the funding in Focus Area 2 (\$10.3 million out of a total of \$15.7 million) has been allocated to projects that have focused on enabling boys and girls to respect each other for their different and equally valuable contributions to families and communities and on ensuring that men and boys have greater opportunities to engage positively in children's lives and protect them from sexual abuse. Significantly less funding (\$1.4 million) has gone to projects which aim to reduce the incidence of sexual abuse of children and levels of recidivism.
- **Match funding:** The CAP's requirement for 50% match funding is seen as understandable but also problematic by some grantees. Although CAP Programme Officers say there is flexibility, this may not always be understood by grantees. They have commented that they have struggled to generate funding from other donors and, when they have, the additional funding can have new requirements attached and be on a different timescale. Several grantees commented that they would welcome core funding rather than project funding through the CAP as this could enable grantees to achieve more on a strategic level.
- **Diversity and intersectionality:** Grantees do not always take account of diversity and intersectionality in their work. In practice, activities may be focused on men and boys in general rather than addressing more specific groups with particular needs, and the relationships between different sub-groups of men and boys. Adolescent and younger boys are one group that appears to be under-represented in grantees' work, although they represent a particularly important target for prevention programmes.
- **Promoting, sharing and disseminating learning:** CAP staff rightly place a high value on promoting 'learning', both internally and externally – and this reflects the emphasis given to this issue by Oak's trustees and by the grantee perception survey. Although the Programme has taken a range of steps internally, it appears as if some of the focus has been lost in recent years. It was argued by some Oak staff that promoting and sharing learning is not really the organisation's role, and that the CAP should continue to make grants to support partners to underpin the development of learning (as it already does to some extent). But in the survey of grantees, 96% endorsed the view that Oak should share the learning from its programme of work on child abuse with external stakeholders.
- **How the Programme team is viewed:** Generally, the CAP team is very highly regarded by grantees and other stakeholders. In particular, they are praised for their vision, energy, and flexibility – and for being easy to work with. Overall, the team are felt to be supportive towards grantees, helping to build their capacity, assisting them to overcome obstacles, and being open to discussing challenges. Although most grantees are very satisfied with the service from their

Programme Officers, one or two felt that CAP staff appear overstretched, lacking capacity to manage all their projects.

- **Relationship between the CAP and other Oak programmes:** Although some examples exist, joint work with other Oak Programmes has not been central to the work of the CAP. There is scope for more collaboration, especially in relation to the Issues Affecting Women Programme. This would not only help to break down silos by fostering cross-fertilization of ideas and thinking (especially between the twin themes of gender equality and child protection) it would also reflect the increasing importance of bridging the gap between hitherto parallel and distinct approaches to violence against women and violence against children.
- **Grant-making via intermediaries:** In future, it is likely that more CAP funding will be distributed through intermediaries, and this is already happening. There are potential advantages (e.g. access to different skills and contacts, benefiting from an independent perspective, alleviating some workload pressures for staff and enabling them to think more strategically). However, there are some risks (e.g. CAP becoming more distant from grantees, difficulties in quality control, reputational damage if a project fails) which would need to be assessed and managed with care.
- **A major funding initiative?:** It was suggested by some staff and grantees that larger grants would mean increasing the likelihood of having impact on the issues that the Programme is seeking to address. And were the budget restructured to support it, a major initiative could be instigated, backed by significant funding, that could prove a 'game changer' in tackling violence against children and child sexual abuse. However, when stakeholders were asked hypothetically how the Programme could spend an additional \$20 million on EMAB work, to achieve greater impact, the answers were not consistent. Participants in the webinar tended to reject the notion of a 'magic bullet' initiative, arguing that achieving change is a long-term endeavour, involving building sustained approaches into large-scale institutions.

### Key recommendations

1. Oak's work to engage men and boys in ending child abuse remains highly relevant and should continue for at least the next five years.
2. Developing a well-researched evidence base in this field is essential, and the CAP has played a significant role in helping to promote a wider range of studies. This commitment should continue, informed by the findings of reviews of the existing evidence.
3. The EMAB workstream's goal should be revised along the lines of: 'Key civil society organisations will engage men and boys, alongside and in collaboration with women and girls, as an indispensable partner in the elimination of sexual abuse and violence against children.' No specific date should be included in the goal, although milestones would be useful for the indicators of progress.
4. The CAP should produce a short and accessible position paper, more detailed and coherent than the current Matrix, which clearly explains its approach, both theoretical and practical, to engaging men and boys in eliminating sexual abuse and violence against children.
5. Work with men and boys should continue as a separate focus area for the next five years in the expectation that it will by then have become sufficiently well-established to be mainstreamed into the CAP as a whole. In the meantime, projects in Focus Areas 1 and 3 should be encouraged to engage men and boys wherever this is appropriate.
6. The indicators of progress and outcomes must be more clearly defined and implemented. An ad hoc working group, involving external stakeholders with particular expertise in evaluation methodologies, should be established to support this work.
7. The CAP should consider establishing other ad hoc expert groups to address specific issues of interest to the Programme at a particular time. Such groups would come together around a defined topic, and develop their thinking together. This could lead to various outcomes, such as

a joint paper or an initiative. A possible additional to explore is how to share and disseminate learning from the Programme most effectively.

8. All CAP-supported projects and programmes should be monitored and evaluated to assess their effectiveness. As a minimum, this should involve pre- and post-interventions surveys of men and boys in programmes (and a control group if possible), ideally with longer-term follow-up, in order to explore changes in attitudes and behaviours. A particular focus should be on mediators of change, and exploration of why interventions are effective for some men and boys, and not for others.
9. Sustainable funding is needed not just to pilot programmes but to adapt, test and then, if found to be effective, scale them up. This is especially likely to be the case with programmes to shift social norms, which may take a long time to have impact.
10. There is a need for research to explore the linkages between prevention of violence against children and violence against women and girls. Increasing joint work between the CAP and IAW Programmes might make it possible for Oak to contribute to this process.
11. The Child Abuse and IAW Programmes should explore the potential for increasing joint work generally, given the interconnections between the issues that they are addressing, and the scope for mutual learning. To encourage greater bridging between the Programmes, one interesting option that could be piloted would be to pool a percentage of the annual resources available to each Programme (perhaps 10%) and designate this funding for the development of joint programme work.
12. The EMAB work should continue to support projects working at the individual level but also encourage and support work on systematic and structural change. This should be supported by a strategy developed under the leadership of the CAP and guidance to individual projects.
13. The distribution of funding between the three main approaches of the EMAB workstream, with relatively small amounts allocated to work aimed at reducing the incidence of sexual abuse and recidivism, may prove problematic if the number of identified offenders and potential offenders increases, as seems probable in many countries. One relatively unexplored focus where the CAP could support new work is how to intervene with men who are most at risk of perpetration (e.g. younger men who have been abused as children) in a way that does not stigmatise or criminalise them.
14. The 50% match funding requirement should be flexible in its operation, grantees should be informed of this possibility and more financial support should be given to organisations that are struggling to generate additional sources of income.
15. The rationale for the countries where activities are funded should be robust, coherent and clearly stated. Possible criteria for funding include: where the need is greatest (balanced against where it is possible to make a real difference); where it is harder for organisations to obtain funding from other sources; where there is scope to achieve systemic/structural change rather than just individual attitudinal or behavioural change; where there is political will; and where there are local actors that can be mobilised.
16. In conjunction with grantees, the CAP should develop a Strategy for internal and external learning from the engaging men and boys focus area, setting out learning principles, approaches and methods.
17. There is great potential for establishing a face-to-face and virtual Community of Practice in this field (i.e. an interactive forum for sharing resources, ideas, experiences, research, etc). Establishing a CoP will require nurturing in order to develop and grow, and it may be appropriate to pilot such an initiative in one region.
18. Consideration should be given to supporting the development of an online training programme for professionals, together with a manual and toolkit, so that they can learn and share practice together.
19. If the CAP is to increase the involvement of intermediaries, in each case it will be essential to: identify and manage the trade-offs and risks; initiate due diligence procedures; clarify the CAP's

needs and goals for the relationship; ensure that the CAP and intermediary are well aligned; put in place a formal agreement to guide the work and relations; and monitor implementation. No more than 10-15% of devolved funding should be spent on the activities of any intermediary organisation.

20. Given the scale of the CAP budget, and the potential to make significant funding available (and perhaps also leverage funding from other donors), it would be worthwhile for the CAP to convene a group of thought leaders to explore the possible objectives and focus of a transformative 'big picture' initiative.

## INTRODUCTION

In September 2016, The Oak Foundation commissioned an accessible and practical independent review of its five-year grant-making Programme to engage men and boys in ending the sexual abuse of children and violence to children in general. The review was intended to be primarily retrospective but also to set out recommendations for the next five years of the Programme.

The review was conducted by Sandy Ruxton, Peter Baker and Erin Stern. (Details of the reviewers can be found in Appendix 1). The review was completed in April 2017.

The reviewers wish to acknowledge and thank Oak's staff, grantees and other stakeholders for not only their practical support for the review but also their energy, enthusiasm and commitment to the review process.

At the outset, the reviewers wish to note that Oak's Child Abuse Programme (CAP) staff are overwhelmingly viewed positively by grantees and external stakeholders. One grantee said: *'We have had other funders before but Oak is different. They are so nice and supportive. They follow up with you. They identify opportunities for you. They link you up with others. They want to remain with the grantees for a long time. And they appreciate the work!'*

## METHODOLOGY

In order to deliver the objectives in the review brief most effectively, a mixed methods approach was adopted for the review. The methodology was discussed and agreed with the former Director of the CAP and comprised the following main elements:

1. *In-depth semi-structured qualitative interviews* with a sample of key internal and external stakeholders, including Oak staff, grantees and external experts. It was originally envisaged that 20 interviews would be conducted; the eventual number was 37 (plus two group interviews in Bulgaria) and several CAP staff were interviewed more than once. These interviews were conducted either face-to-face or by telephone/Skype. They were digitally audio-recorded for more detailed analysis. Some interviews were transcribed in full and others were analysed for key phrases. A list of the stakeholders interviewed can be found in Appendix 2. The interviews were conducted on the understanding that individual respondents would not be identifiable in the final report.
2. *Fact-finding field trips* to a sample of projects in different countries. The reviewers visited Bulgaria, Switzerland and Uganda in November/December 2016 to discuss the projects there with grantees, the staff involved in delivery and personnel in partner and other relevant organisations.
3. *Online qualitative and quantitative surveys* of two key groups: Oak staff and grantees. The surveys utilised Survey Monkey software and generated very satisfactory response rates: 7 out of 9 (78%) of the CAP staff in post at the time of the survey participated as did 28 out of 30 (93%) invited grantees. The surveys were conducted on the understanding that individual respondents would not be identifiable in the final report. Initial findings from the survey of staff were discussed at a CAP team meeting in London in November 2016.
4. *A webinar for internal and external stakeholders* was held in February 2017 to discuss the emerging findings and provisional recommendations for future action, drawing on a provisional summary of the data gathered to date. Nine stakeholders participated in the webinar on a non-attributable basis. They are listed in Appendix 3.

5. *A rapid literature review* of published and ‘grey’ literature of successful interventions which have resulted in attitudinal and behaviour change in men and boys, and/or changes in relation to wider gender norms, in respect of violence and sexual abuse against children. The literature review can be found in Appendix 4.

## **STRUCTURE OF THE REPORT**

The review analysis has been organised into six main thematic areas, with recommendations in each of these areas:

1. The context and relevance of engaging men and boys (EMAB) as part of Oak’s Child Abuse Programme (CAP) page 9
2. CAP’s goals, approaches and outcomes for work with men and boys page 11
3. The impact of the EMAB workstream page 15
4. The grant-making process page 21
5. Promoting, sharing and disseminating learning page 28
6. Internal Child Abuse Programme issues page 32

## Appendices

1. The Review Team page 37
2. List of Stakeholders Interviewed page 37
3. Webinar participants page 39
4. Rapid Literature Review of Interventions which have resulted in attitudinal and behaviour change in men and boys, and/or changes in relation to wider gender norms, in respect of violence and sexual abuse of children. page 40
5. Reflections on EMAB work in Uganda page 49

## 1. The context and relevance of engaging men and boys (EMAB) as part of Oak’s Child Abuse Programme (CAP)

### *Findings*

#### LEVELS OF CHILD ABUSE

There is a continuing high level of child abuse<sup>2</sup> worldwide. The World Health Organisation (WHO) suggests that approximately 20% of women and 5–10% of men report being sexually abused as children, while 25–50% of all children report being physically abused.<sup>3</sup> The Council of Europe believes about 20% of children in Europe are victims of sexual violence alone.<sup>4</sup> It is highly probable that the actual levels of sexual abuse are higher than this because of under-reporting. A recent analysis estimated that one billion children globally – over half of all children aged 2–17 years – have experienced emotional, physical or sexual violence in the past year.<sup>5</sup>

#### PERPETRATORS OF CHILD ABUSE

Men are by far the main perpetrators of sexual abuse of children, responsible for over 90% of female victims and between 63-86% of male victims, according to the WHO.<sup>6</sup> It appears that women and men are equally likely to perpetrate physical violence on boys and girls in their households, but given that women are much more likely to be involved in the day-to-day care of children, the percentage of incidents involving men is disproportionate<sup>7</sup>. Men are more likely to inflict severe punishment and to cause life-threatening and fatal injuries.

#### STRATEGIC CONTEXT

The data therefore suggests that there is a very significant level of need to tackle child sexual abuse and other forms of violence against children. This was recognised in the UN’s Sustainable Development Goal 16, which contains a commitment to ‘End abuse, exploitation, trafficking and all forms of violence against and torture of children.’ The International Society for the Prevention of Child Abuse and Neglect (ISPCAN) is among those organisations that consider this cannot be achieved without addressing male behaviour. It has stated that ‘Men and adolescent boys, although responsible for the majority of sexual abuse, should be seen, not just as a problem, but as a part of the solution.’<sup>8</sup>

A similar point was made in the INSPIRE report. This observed that the ‘social tolerance of violence in general, and intimate partner and sexual violence in particular, stems from the low status of women and children in many societies, and cultural norms surrounding gender and masculinity. Therefore, changing gender norms relating to male entitlement over girls and women’s bodies – and

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<sup>2</sup> There are different ways of defining ‘child abuse’. In this review, because its subject is the ‘Child Abuse Programme’, we have used ‘child abuse’ as the generic term and made it clear when we are describing sexual abuse, physical violence or any other specific type of abuse. We acknowledge that the term ‘violence against children’ is preferred by many. According to the INSPIRE report, this covers at least six types of interpersonal violence.

<sup>3</sup> [http://www.who.int/violence\\_injury\\_prevention/violence/child/en/](http://www.who.int/violence_injury_prevention/violence/child/en/) (accessed 9 February 2017).

<sup>4</sup> [http://www.coe.int/t/dg3/children/1in5/OurCampaign/messages\\_en.asp](http://www.coe.int/t/dg3/children/1in5/OurCampaign/messages_en.asp) (accessed 13 March 2017).

<sup>5</sup> Hillis S., Mercy J., Amobi A., et al. , Global prevalence of past-year violence against children: a systematic review and minimum estimates, *pediatrics*, 2016, 137(3)

<sup>6</sup> Krug EG et al., eds. *World report on violence and health*. Geneva; World Health Organization, 2002.

<sup>7</sup> May-Chahal C. (2006) *Gender and Child Maltreatment: The Evidence Base*, Social Work & Society Social Work & Society, Volume 4, Issue 1

<sup>8</sup> Hendry E, *Working with Men and Boys – A Child Protection Strategy: Report of the ISPCAN Denver Thinking Space 2013*. Aurora, Colorado; ISPCAN, 2013.

control over their behaviour – is a critical strategy to achieve gender equality, reduce violence aimed at girls, shape prevention activities and address specific care and support needs.’

#### INTERVENTIONS TO PREVENT VIOLENCE AGAINST CHILDREN<sup>9</sup>

There have been relatively few rigorous evaluations of the effectiveness of interventions involving men and boys to prevent violence. Overall, the evidence base is poor, relying on fairly narrow geographical areas, and weak interventions.<sup>10</sup> For instance, one review of interventions with men and boys to prevent sexual violence identified 65 high-quality studies, of which 85% took place in high-income countries.<sup>11</sup> Having said this, the number of thorough studies (including randomized control trials) has increased over the past decade, especially in middle- and low-income countries.

The majority of the evidence relates to the effectiveness of interventions with men and boys to prevent violence against women and girls (VAWG); this literature is much more developed than that which addresses the role of men and boys in preventing violence against children. Although these issues should not be conflated too easily, there are clearly connections between them.<sup>12</sup> Most obviously, violence against older adolescent girls falls within the domains of both fields. Child abuse and intimate partner violence also often occur in the same household during the same time period, and higher rates of child abuse and partner violence are found in families where there is marital conflict, economic stress, male unemployment, and norms of male dominance in the household. There are shared risk factors too, such as weak legal sanctions against violence, high levels of gender inequality, social norms that condone violence, and inadequate protections for human rights.

#### CAP’S WORK

In this context, the CAP’s funding of projects that engage men and boys in tackling child abuse remains highly relevant. This view was supported by many of the expert stakeholders consulted as part of the review. Oak’s goal in this area was described as ‘important’, ‘radical’, ‘progressive’ and ‘fantastic’. Indeed, the point was made to us that work to engage men and boys in children’s lives and to respect women and girls may become even more relevant during a period when ‘damaging’ notions of masculinity appear to be resurgent in various parts of the world, for a variety of reasons including a reaction to the loss of traditional ‘male jobs’ as a result of economic restructuring linked to globalisation, the rise of religious fundamentalism and the impact of war and conflict.

In this context, we consider it is important to dispel any fears that the CAP is a ‘men’s rights’ programme. We understand ‘men’s rights’ to encompass disparate perspectives that come together around the position that men and boys are systematically discriminated against by structures, policies and practices that are loaded in favour of women and girls – and dominated by feminist thinking. These arguments deny the systematic gender inequalities that privilege many men and disadvantage many women; of course, some men do face disadvantage, but this is often connected to other social divisions (eg. class, race, age, disability, faith, sexual orientation) as well as gender. Instead, we favour an approach that acknowledges both the problems that men and boys experience and those that they create, and the dynamic relationship between these perspectives.

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<sup>9</sup> See Literature Review (Appendix 4) for further details

<sup>10</sup> Jewkes R., Flood M., Lang J. (2014) *From work with men and boys to changes of social norms and reduction of inequities in gender relations: a conceptual shift in prevention of violence against women and girls*, Violence against women and girls 3, [www.thelancet.com](http://www.thelancet.com), [http://dx.doi.org/10.1016/S0140-6736\(14\)61683-4](http://dx.doi.org/10.1016/S0140-6736(14)61683-4)

<sup>11</sup> Ricardo C., Eads M., Barker G. (2012) *Engaging Boys and Young Men in the Prevention of Sexual Violence: A Systematic and Global Review of Evaluated Interventions*, Sexual Violence Research Initiative

<sup>12</sup> Guedes A., Bott S., Garcia-Moreno C., Colombini M. (2016) *Bridging the gaps: a global review of intersections of violence against women and violence against children*, Global Health Action 2016, 9: 31516, <http://dx.doi.org/10.3402/gha.v9.31516>

It is essential that grantees' work is based on explicit commitments to the promotion both of gender equality and children's rights.

It is clear that Oak is funding targeted work on men and boys on a scale matched by few, if any, other funders; it is also playing an important role in promoting donor collaboration to leverage new funding (e.g. through the Elevate Children Funders Group). The CAP is supporting work in countries where engaging men and boys work might otherwise not have happened or, if it did, on a smaller scale. Its long-term commitment is also important as ending child abuse is, inevitably, an ambition that requires sustained engagement. There are no 'quick fixes' in this field.

### ***Recommendations***

- (1) Oak's work to engage men and boys in ending child abuse remains highly relevant and should continue for at least the next five years.
- (2) Developing a well-researched evidence base in this field is essential, and the CAP has played a significant role in helping to promote a wider range of studies. This commitment should continue, informed by the findings of reviews of the existing evidence. In particular, researchers would welcome support for longitudinal studies that enable analysis of change over time.
- (3) Most rigorous evaluations of interventions to prevent violence are from high-income countries and there has been little testing of how these programmes might be adapted or applied in low- and middle-income countries. The CAP has been instrumental in supporting efforts to bolster research in LMICs, and this remains an important objective.
- (4) The CAP should continue to play an important role in supporting donor collaboration to leverage new funding to prevent violence against children

## **2. CAP's goals, approaches and outcomes for work with men and boys**

### ***Findings***

#### **ENDORSEMENT OF CAP'S OVERALL APPROACH**

The breadth of the EMAB work was commended by the expert stakeholders. Its 'upstream' focus on the causes of child abuse was seen as not only very important but also refreshingly different from a great deal of other work in this field which has not brought together the fields of gender/masculinity and children's rights. Oak's willingness to take risks in this area, including testing hypotheses and new ways of working, was also acknowledged.

#### **OAK'S CAP STRATEGY**

The CAP Strategy for 2012-16, as revised in 2014, aimed to take a 'three-pronged approach' that promotes change through the engagement of men and boys within schools, families and the mass media. It also aimed to develop new models of working on the secondary and tertiary levels of the prevention of offending and reoffending in low-income contexts. Our analysis of the projects supported to date (see Section 4. 'The grant-making process' below) suggests that most EMAB funding has been allocated to work which focused on enabling boys and girls to respect each other for their different and equally valuable contributions to families and communities. Slightly less was allocated to projects which focused on ensuring that men and boys have greater opportunities to

engage positively in children's lives and protect them from sexual abuse. Least went to projects which focused on reducing the incidence of sexual abuse of children and levels of recidivism. There also has been some work with the mass media (Hiwot, Pro Pride, Geena Davis, and a video about Promundo's work with men in Brazil).

The Strategy also emphasised the importance of working with partners 'more deliberately' on policy development. Accordingly, grant-making was to include work on the development of national service standards, incorporating new child rights standards and practices within strategic institutions and at the national level, and building a strong co-ordination, learning and advocacy infrastructure. The Strategy also envisaged supporting children's participation in projects so that they become one of the groups of partners helping to reduce violence.

We acknowledge the wide range of projects that have been funded through the Strategy, including:

- Parenting/fatherhood, health, education, protection, and media initiatives to involve men in children's lives
- Gender equality programmes in schools and communities
- Efforts to shift social norms
- Sex and relationship education programmes
- Research on men's attitudes
- Initiatives to prevent perpetration

Impressive though these are, we have found less evidence that improvements to policy development, service standards and learning have so far been adequately addressed by grantees.

#### **GOAL OF THE EMAB FOCUS AREA**

The current formulation of the goal of focus area 2 on EMAB – 'To ensure that by 2030 men and boys are the driving force in the elimination of the sexual abuse of children' – is problematic in several ways:

- In some versions, the goal states that men and boys should be 'a driving force' rather than 'the driving force'. The use of either the indefinite or the definite article leads to significant differences in meaning. Furthermore, there is a concern that highlighting only the role of men overlooks, and potentially downplays, the contribution of women and girls. One expert stakeholder suggested that the current definition actually appears patriarchal by implying that men alone can solve the problem. It also potentially ignores the role of women and girls as perpetrators of child abuse, even though they are less likely to be perpetrators than men and boys; this issue also needs to be addressed if child abuse is to be tackled effectively.
- The goal, and the over-arching impact statement, refer specifically to the sexual abuse of children and do not mention other forms of violence against children. This has the merit of highlighting an important issue that has too often been overlooked, in part because it is difficult to work on. However, it is clear that, in practice, projects that engage men and boys have been and are being funded by the CAP to tackle violence against children as well as sexual abuse. It is acknowledged by the CAP staff that the stated commitment to tackling child sexual abuse is not straightforwardly linked to much of the field work.
- The 2030 target date, while commendably ambitious, seems arbitrary and almost certainly unachievable. We believe it would be preferable to set clearly defined and more realistic milestones in order to indicate whether progress is being made.

The survey of the CAP staff revealed some differences of view about the main objectives in practice of the CAP's work on engaging men and boys. When asked to select which objectives were of primary importance, 86% of staff chose improving men's positive engagement in children's lives, 57% chose ending the sexual abuse of children, 29% chose ending violence to children and 14% chose improving men's health and/or wellbeing.

One stakeholder raised the important issue of exactly what is meant by engaging men and boys. Is it involving men in parenting programmes, for example, is it through community mobilisation interventions or is it through men's roles as leaders within cultural and religious institutions? Should the engagement aimed to be gender-transformative or is gender-sensitivity sufficient? Another stakeholder highlighted that it is important not to accept uncritically the notion that fathers should be more involved in children's lives; there are occasions where fathers' involvement can also be negative. While there is unlikely to be a single, effective and evidence-based approach to engaging men and boys that can be recommended to grantees, it would nevertheless be helpful if these issues were clarified by the CAP both to provide guidance to projects developing interventions but also to help develop more effective evaluations.

The CAP is also unclear about the fact that boys have a role in tackling child abuse but can also be the victims of child abuse. This means that boys cannot simplistically be seen as 'mini-men' and labelled as perpetrators or potential perpetrators. It also cannot be implied that boys are responsible for ending any abuse or violence they might be experiencing. Greater clarity is therefore needed about the position of boys within the CAP in respect of sexual abuse and violence.

We believe it would be useful for the CAP to develop an accessible explanation of the theoretical underpinnings and value base of its approach, and its commitment to (among other things) principles of gender equality, children's/human rights, participation, social justice and intersectionality.

The CAP could also review whether it should continue to be called a 'child abuse' programme or whether it should be rebranded as a 'violence against children' programme. This would help to clarify where the CAP stands. The way that the Open Society Foundations set out their position on funding, based firmly on its core values, could provide a useful model.

#### **MAINSTREAMING WORK ON MEN AND BOYS**

Some stakeholders suggested that the work to engage men and boys could be mainstreamed into Focus Areas 1 and 3 rather than exist as a stand-alone workstream (Focus Area 2). It is clearly important that, wherever relevant, all projects seek to engage men and boys. However, this is a relatively new and not yet well-established area of work and one that requires specific skill-sets such as some understanding of theories of gender and masculinities, knowledge of the evidence of what works with men and boys and an ability to communicate with men and boys effectively. It should therefore continue as a discrete area of work for the next five years, after which time we would anticipate that it would be sufficiently developed to enable a higher level of mainstreaming to take place.

#### **CHILD PARTICIPATION**

The CAP has taken significant steps to promote children's participation in the key decisions affecting their lives. Since 2011-12, child participation has been one of the CAP's agreed guiding principles, and a paper "Guiding Principles - Elaborating the Programmatic Implications" was developed and

published on Oak's website in April 2012, and widely presented to grantees. A number of subsequent initiatives have been supported by the CAP:

- Child to Child (a UK NGO) is developing and implementing an overall capacity building programme, having focused initially on identifying how CAP partners understand child participation principles and how they implement them in their work. Child to Child will help to develop a tool to be used by the CAP team in the due diligence and monitoring process.
- Oak supports the position of the Oak Fellow on child participation at the University of Bedfordshire, partnering with the International Centre. An additional collaboration is through the "Our Voices" (2013-16) and "Our Voices Too" (2016-19) projects, which aim to promote the involvement of children and young people affected by sexual violence in research, policy and practice. (<https://www.our-voices.org.uk/about/the-programme>)
- The SVRI "Being Heard" project, funded by Oak, is involving young researchers in the 2017 SVRI Forum.

#### **INDICATORS OF PROGRESS**

The indicators of the impact of the EMAB work are currently poorly defined and unimplemented. We also understand that they were developed after the funding programme began whereas, to be robust, they should have been in place at the start to enable baseline measurement. Several stakeholders and grantees indicated the need for better indicators to develop a more comprehensive evidence base on how EMAB can reduce sexual abuse and violence against children.

The difficulties of identifying measurable progress and outcome indicators in this area of work, especially for sexual abuse, and adopting them across a wide range of projects, are without doubt considerable. We recognise the significant amount of work that has been done internally to develop the CAP's 'approaches' and 'objectives'. Nevertheless, indicators are necessary for effective evaluation of the EMAB work. Among the indicators proposed by the expert stakeholders are reductions in violence, such as positive changes in social norms within communities, male attitudes to sexual abuse and violence against children and involvement in children's lives pre-birth, at birth and at home/school. Children's well-being has also been suggested as a possible indicator and, because of the obvious difficulties with asking men whether they have sexually abused children, changes in attitudes to, for example, the severity of legal punishments for perpetrators in general might be a useful measure of change.

#### ***Recommendations***

- (5) The EMAB workstream's goal should be revised along the lines of: 'Key civil society organisations will engage men and boys, alongside and in collaboration with women and girls, as an indispensable partner in the elimination of sexual abuse and violence against children.' No specific date should be included in the goal, although milestones would be useful for the indicators of progress.
- (6) The CAP should review its approach to take account of the fact that women and girls may also be perpetrators of sexual abuse and violence against children and incorporate this into its strategy. There may be scope for joint work with the Issues Affecting Women (IAW) programme on this issue. The CAP should also review its approach to work with boys bearing in mind that they can be perpetrators and/or victims of sexual abuse and violence.
- (7) Given the scale of the need, capacity building with grantees on how to address child participation effectively in their projects and research should continue. However there are

suggestions that national policy and legislation on child participation is often limited, and where measures do exist, monitoring and evaluation are frequently weak<sup>13</sup>. The CAP should explore with partners how the gaps in these provisions can be identified and addressed in future.

- (8) Work with men and boys should continue as a separate focus area for the next five years in the expectation that it will by then have become sufficiently well-established to be mainstreamed into the CAP as a whole. In the meantime, projects in Focus Areas 1 and 3 should be encouraged to engage men and boys wherever this is appropriate.
- (9) The indicators of progress and outcomes must be more clearly defined and implemented. An ad hoc working group, involving external stakeholders with particular expertise in evaluation methodologies, should be established to support this work. This could build on the body of work already established by The Children and Violence Evaluation Challenge Fund.
- (10) Oak should develop a short position paper, more detailed and coherent than the current Matrix, which clearly and accessibly explains its approach, both theoretical and practical, to engaging men and boys in eliminating sexual abuse and violence against children. The CAP's view of working with boys could also be covered, similarly the terminological issues around 'child abuse' and 'violence against children.' The paper would be valuable for potential as well as current grantees.

### **3. The impact of the EMAB workstream**

#### ***Findings***

##### **GRANTEES' VIEWS ON IMPACT**

Grantees state that they face some significant challenges in engaging with men and boys. Seventy five per cent of survey respondents identified one or more challenges. The challenges varied widely but included the resilience of traditional gender stereotypes and overcoming resistance from men and boys, operating in the context of socially and politically conservative institutions, low levels of public and professional awareness of the issue of sexual abuse and violence against children, understanding local socio-cultural contexts, finding the right settings for engaging men and boys, and performance evaluation.

Despite this, the grantees who responded to the survey claimed that their work was having a positive impact. Approximately 80% claimed a 'high' or 'moderate' impact on boys and men, 80% on girls and women, 80% on professionals working in related fields, 80% on institutions (e.g. schools, workplaces, media, religious organisations), and 55% on policy/legislation. In response to a question about whether grantees had published or produced any evidence of the impact of their work on EMAB to combat sexual abuse and violence against children, 25% said 'yes', 67% of grantees said 'no' and 8% said 'don't know/not sure'. The absence of external evaluation makes it difficult to assess the validity of grantees' responses.

##### **THE EVIDENCE OF IMPACT**

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<sup>13</sup> Day L., Percy-Smith B., Ruxton S., McKenna K., Redgrave K., Ronicle J., Young T. (2015) Evaluation of legislation, policy and practice of child participation in the European Union, Brussels: European Commission

In the survey, grantees detailed a variety of evidence they have used to demonstrate how their work is contributing to a reduction of violence against children and sexual abuse. Examples of the evidence used are shown in the table below.

Despite the variety and wealth of monitoring and some evaluation data, there was strong consensus from grantees and stakeholders that there is, as yet, limited empirical evidence, whether from grantees' own work or from other interventions, that EMAB in primary prevention programmes reduces sexual abuse and/or violence against children. There was general agreement that robust evidence is particularly limited for demonstrating how EMAB reduces sexual abuse. This finding is confirmed by our rapid literature review (see Appendix 4). This found that there have been few rigorous evaluations of the effectiveness of interventions involving men and boys to prevent sexual abuse and violence against children.

### **Types of evidence used by grantees to assess impact**

Grantees responding to the survey provided the following examples of monitoring and impact evaluation data they had used:

- The number of boys, girls, parents, community members raising questions about violence and abuse or asking for specific information or support
- The number of cases of violence or abuse filed at child protection departments
- The reach of advocacy efforts (e.g. downloads of reports, number of participants at events)
- Media attention
- The number of communities committed to prevention of child sexual abuse
- The take-up of approaches in the public sector/by policymakers in response to advocacy efforts
- Changes in professionals' attitudes
- The increased number of recognized cases of child sexual abuse and violence
- Children becoming more aware of risks
- Reduced level of sexual crimes recidivism
- The engagement of state and other institutions in the reintegration of sex offenders
- Stakeholder testimonies and photographs of programme activities
- Use of services
- Assessing attitudinal and behavioural shifts as a result of training events with men or boys

Nevertheless, there was general agreement among grantees and stakeholders, with which we concur, that it is highly probable that primary prevention programmes have the potential to impact on reducing sexual abuse and violence against children and that the EMAB work is valuable and worthwhile. It is also clear that the CAP's EMAB work can make an important contribution to the evidence base. There is, moreover, an opportunity to assess linkages between violence against women and violence against children which would both support the development of effective interventions and contribute to an improved theoretical understanding of the relationship between the two fields.

Some grantees commended the CAP for allowing flexibility and innovation with their programme evaluations. They noted that their grants allowed time and space for organizations to gather existing evidence or conduct formative research on issues such as gender norms, parenting, masculinities and sexual violence to inform programme development and to ensure that interventions are not based on false assumptions. Promundo's IMAGES surveys provides a good example of how new

research on a wide range of issues around gender equality, including quality of life, childhood experiences of violence, health indicators, gender based violence, family gender dynamics and fatherhood, can provide a basis for the development and implementation of initiatives engaging men and boys.

Several grantees noted that the grant conditions set by Oak did not explicitly require them to generate evidence on the impact of EMAB on sexual abuse and violence against children and that they were unaware of solid indicators to measure the impact. However, there was little appetite for randomized control trials (RCTs) which, in this field of work, would be difficult and expensive, but by no means impossible, to organise. A range of evaluation methodologies are required. These should include pre- and post-intervention surveys of men and boys in programmes (and a control group if possible), wherever possible on a longitudinal basis. The learning from the range of projects funded must be collated and shared as widely as possible.

#### **INDIVIDUAL VS. STRUCTURAL FOCI**

In order to assess whether impact has been maximised, the review has looked at whether the EMAB work has paid sufficient attention to achieving systemic and structural change. One expert stakeholder observed that there is evidence that in some countries advocacy work has brought about policy changes that have reduced violence against children by improving parent support (especially for young and vulnerable parents) and banning corporal punishment.

It is noteworthy that most of the projects funded by CAP are focused on individual attitudinal and behaviour change rather than achieving systemic or structural change. Several expert stakeholders considered that, if the EMAB programme is to make significant progress towards its goal, there should be a greater focus on structural change. An increasing focus on societal level change was actually part of the CAP Strategy 2012-16. This approach was recommended by Promundo in its background paper for Oak at the start of the EMAB programme<sup>14</sup> and appears to have been adopted as part of the strategy for Focus Area 3. Fifty per cent of the six CAP staff who expressed a view on this issue in the survey agreed with that there should be a greater focus on structural work. It is also important to note that it can be difficult for organisations to secure funding for policy and advocacy work.

Among the ideas for promoting structural change suggested by the expert stakeholders were training social work, health and education professionals and engaging sporting organisations (especially soccer). One expert stakeholder also suggested that projects should support the development of a social movement on the issue of the role of men and boys in ending sexual abuse and violence against children, involving a wide range of civil society actors. Such a movement could develop from the model of the CAP's work in Bulgaria where 10 organisations are collaborating under the MenCare umbrella to improve fathers' involvement in their children's lives. In South Africa, similarly, Sonke has succeeded in starting a national debate about corporal punishment. The Learning Question also identified advocacy and policy work as a strategy for overcoming barriers in engaging men and boys. We consider that the suggestion of utilising the State of World Fathers report<sup>15</sup> to inform advocacy and policy work has particular merit. This report contains a chapter on violence and a range of practical suggestions for tackling the problem.

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<sup>14</sup> Instituto Promundo-US (2011), Toward a better future for this generation and the next ... A report for Oak Foundation on male engagement in the protection of children from child sexual abuse.

<sup>15</sup> Levitov R, van der Gaag N, Greene M, Kaufman M, and Barker G (2015). State of the World's Fathers: A MenCare Advocacy Publication. Washington, DC: Promundo, Rutgers, Save the Children, Sonke Gender Justice, and the MenEngage Alliance.

One idea that emerged from discussions with senior Oak CAP staff was that consideration should be given to a new, ambitious and 'game-changing' project with a significant level of funding. This idea is discussed further in section 6 of this report.

#### REFLECTIONS ON REVIEW FIELD VISITS

The review team made three field visits – to Bulgaria, Switzerland and Uganda – primarily to gather evidence about the EMAB work as a whole. However, a few reflections on the work in those specific countries might add some value.

In **Bulgaria**, the CAP has been instrumental in bringing together 10 organisations as MenCare with some significant outcomes, including the launch of a national Fathers' Day, now involving some significant stakeholders, and the development of interventions to improve fathers' engagement with their children's education. The work appears to have had a particularly significant impact in some smaller communities where schools have now mainstreamed the engagement of fathers on a sustained basis. This achievement must not be under-estimated given the historic lack of involvement by men in schools and the concerns expressed by (mostly female) teachers about men's potential for violence against school staff and the possibility of malicious gossip in small communities about the nature of the relationship between individual teachers and fathers. There has also been some work with fathers targeted at the minority, and significantly disadvantaged, Roma community.

The work in Bulgaria has, however, had a limited explicit focus on the specific issue of violence and sexual abuse against children and, in line with the CAP's EMAB work as a whole, no evidence is available, except anecdotally, that the current approach is impacting on this problem. The EMAB work in Bulgaria has, to date, overwhelmingly focused on men and initiatives targeting boys remain less significant.

Other issues to be resolved include the strategic development of the partnership, improving external communications (including social media), learning dissemination (both within and beyond Bulgaria) and generating new and sustainable income streams (although some funds have been raised successfully from the private sector to support publications, for example). Most of the work to date has been focused on achieving localised and small-scale change in the education sector and to a more limited extent in social work. There has as yet been limited engagement with the health system or in parts of the country more distant from the capital city. The need for a greater focus on advocacy for structural change is recognised in Bulgaria, and Oak has facilitated some support for this, but it must be acknowledged that this is not straightforward in a country affected by political instability, the legacy of authoritarian centralised government and no history of interest by politicians and policymakers in the issue of preventing sexual abuse and violence against children.

There is also a concern that, because the EMAB work in Bulgaria was instigated by Oak and was not built on previous EMAB work by grantees, there is a possible lack of ownership of the work programme by the grantees which is impacting adversely on longer-term strategic planning. This may well change over time, of course, as the work develops and becomes more embedded within organisations but it may be helpful for Oak to consider how it can encourage and support a move towards more independent strategy development by grantees.

In relation to the CAP projects supported in **Switzerland**, staff were interviewed in three of them, based on discussion with the PO. Attempts were also made to contact another project, however key staff were travelling and it proved impossible to organise this. Other projects were relevant, but had only recently been approved, and therefore it was felt that it was too early in the grant cycle for

them to be interviewed. The base for identifying issues and recommendations specific to the Swiss context is therefore small.

Projects working on a range of issues are funded by the CAP in Switzerland. These include fatherhood, gender equality, parenting, sexual health and sex education projects. However, only one - Manner.ch - works directly on masculinity issues, and there are no partners that work directly on the involvement of men in preventing the sexual abuse of children.

Whilst the partners understand the remit of the CAP's Focus Area 2, there is not a neat fit between the work on the ground and this mandate. Moreover, there are examples of projects funded within Focus Area 2, especially those addressing sex education, that work with both boys **and** girls; staff in these projects argue that it is impossible to undertake this work without engaging both sexes. This reality suggests that some of the funding allocated to projects in Switzerland under Focus Area 2 is not accurately described as purely EMAB work.

Although Switzerland is a country with relatively high GDP in comparison to other countries in the CAP portfolio, it was suggested that there are pockets of serious deprivation, and that resources for the kind of work that Oak funds are very limited. Attracting co-funding is a significant problem for projects; there are few private funders, and only two interested in work with men and boys. Project staff felt their sustainability without CAP support would be threatened.

Views differed between projects on the value of Oak acting as a convenor bringing together various partners in the country. On the one hand, it was argued that Switzerland is a small country and that therefore it is important that partners know each other and avoid duplication of efforts. On the other, it was suggested that the work being undertaken differs widely, and that it can be difficult to find aspects of common ground. The CAP has attempted on one occasion to bring projects together under Focus Area 1 (sexual exploitation) but it appears that this initiative was not particularly successful.

One innovative project in Switzerland involves work with young men undertaking military service, providing information to them on gender equality and violence. We understand that this work may be extended from the current six recruitment centres to include all of them nationwide, and we would support this move. It may be that such an initiative could be considered in other countries where Oak is active.

Given that Switzerland is multi-lingual, and the CAP supports work in both the French and German-speaking cantons, there is scope for making connections between projects in this country and projects in France and Germany. We suggest that the CAP should consider a wider regional remit, building on the base already established in Switzerland.

There are currently several opportunities for developing work on violence against children in **Uganda**, including the Children Act 2016 (which includes a broad definition of violence and bans corporal punishment in schools) and the UN's Strategic Development Goals. The Ugandan Ministry of Gender is interested in violence against children issues and the decision to declare 2017 as the Year of the Family is also helpful. However, poverty remains a major obstacle to action to prevent violence, as does men's use of alcohol and the lack of trust in public services, including the police. There is also the very practical problem of producing communications in a country where over 60 languages are spoken. There are several key stakeholders who can potentially be engaged in EMAB work to prevent violence against children, including religious institutions, the royal family, and boda boda (bicycle and motorcycle taxi) drivers. Aunts are also important because of their role in providing sex education to girls.

Because there was particular interest from CAP staff on our reflections on the EMAB work in Uganda, there is additional content on this country in Appendix 5.

### **Recommendations**

(Note: these recommendations mirror those of the Literature Review in Appendix 4).

- (11) All CAP-supported projects and programmes should be monitored and evaluated to assess their effectiveness. As a minimum, this should involve pre- and post-interventions surveys of men and boys in programmes (and a control group if possible), ideally with longer-term follow-up, in order to explore changes in attitudes and behaviours. A particular focus should be on mediators of change, and exploration of why interventions are effective for some men and boys, and not for others.
- (12) Although interventions to transform masculinities and promote social norm change are widely regarded as promising (and endorsed by this review), robust evidence of their effectiveness remains limited. Although changes in social norms are hard to assess, they can be identified, measured and evaluated by amending existing research strategies and methodologies, such as qualitative focus groups and quantitative surveys.<sup>16</sup> The CAP can assist by supporting the expansion of such initiatives, and comprehensive evaluation of them.
- (13) Often evaluation is a requirement of programmes by funders, and there is a balance to be struck between in-house and independent evaluation. Whilst acknowledging there are practical issues (e.g. cost and capacity), generally speaking the CAP should favour external evaluation, which is more likely to be objective. The Consolidated Framework for Implementation Research (CFIR) has been suggested as one possible approach for project evaluation.
- (14) Reviews of the evidence suggest there are a number of promising interventions in a range of fields. Whilst interventions are not always readily transferable to another context, CAP funding can help organisations to make the necessary adaptations so that interventions can be made relevant to different countries and cultures.
- (15) Sustainable funding is needed not just to pilot programme but to adapt, test and then, if found to be effective, scale them up. This is especially likely to be the case with programmes to shift social norms, which may take a long time to have impact.
- (16) There is a need for research to explore the linkages between prevention of violence against children and violence against women and girls. Increasing joint work between the CAP and IAW Programmes might make it possible for Oak to contribute to this process. Cross learning and best practices should also be encouraged between different programmes within the CAP, and potentially with evaluations from the IAW Programme.
- (17) The EMAB work should continue to support projects working at the individual level but also encourage and support work on systematic and structural change. This should be supported by a strategy developed under the leadership of the CAP and guidance to individual projects.

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<sup>16</sup> Alexander-Scott M., Holden J., Bell E. (2016) *Guidance Note: Shifting Social Norms to Tackle Violence Against Women and Girls (VAWG)*, UK Department for International Development

## 4. The grant-making process

### *Findings*

#### THE APPLICATION PROCESS

Grantees were generally very complementary about the level of support provided by CAP Programme Officers as well as their flexibility if circumstances change. For example, we heard about one project where the original plan was found to be untenable and the funding was allowed to continue in support of a different initiative. Some grantees highlighted the CAP's role in capacity-building. While some grantees described the application process as straightforward, others made critical comments about its length.

While Oak enables organisations to submit an enquiry about potential funding, most of the current engaging men and boys' grantees were identified by the CAP itself. There have to date been very limited open calls for applications in this field of work. While most current CAP staff and grantees are comfortable with the current grantee selection system (57% of staff and 71% of grantees believe that it is open and transparent enough), there is a risk that a largely closed system will overlook potentially relevant and innovative projects, especially in regions where there is no Oak office. The requirement that applications can be made in English only has also been highlighted as a potential barrier, especially for smaller organisations.

Perhaps unsurprisingly, some less favourable comments were made by those who had sought to apply for CAP funding, but had not been successful. One had had face-to-face contact, but this had not gone anywhere; they came away with *'a feeling that Oak promise things, give you some hope, and then suddenly there's no possibility anymore.'* It was also suggested that the CAP has a small number of preferred partners that they know and like to work with, but that how these partners are identified is not so transparent. Another interviewee described how they had been passed from another Oak Programme to the CAP, but that repeat emails sent to the CAP had not been replied to.

Negative comments such as these were a definite minority. But it is important to emphasise that they did come from the few respondents in the review who had approached Oak and not gained a grant. Of course, not all applicants can be successful, and it is unclear to us how widespread such views are outside the group of CAP grantees. Nevertheless, they do highlight some issues that deserve consideration in relation to transparency and responsiveness.

Some Oak staff asked the review team to suggest potential new grantees. This was beyond the scope of the review brief but existing grantees were asked, through the online survey, whether they were aware of other organisations in their country or region that Oak is not currently funding but which, in their opinion, the Foundation should in the future be aware of or in contact with. There were 24 responses to this question with 22 (92%) saying 'Don't know/Not sure' and just one organisation saying 'Yes'.

#### FUNDING ALLOCATION

In the period 2012-16, out of 221 grants made by the CAP, 32 grants were made to 29 organisations for work on engaging men and boys. The majority of these grants fell within Focus Area 2 but some were for engaging men and boys work in Focus Areas 1 and 3. The total value of the grants awarded

for EMAB projects from 2012-16 was USD<sup>17</sup> 17.3 million, of which \$15.7 million (91%) were for Focus Area 2 projects.<sup>18</sup>

Figure 1 shows the distribution of CAP grants in Focus Area 2 for 2012-16. Figure 2 shows the distribution of CAP grants by country and region (over \$0.5m only) for the same period. Grants of under \$0.5 million were also made for work in each of 12 other specific countries.

The amounts of funding allocated to Focus Area 2 projects each year has fluctuated over time. In 2012, \$2.7 million was awarded; this increased to \$5.2 million in 2013 but fell back to \$2.5 million in 2014. The amount allocated in 2015 was higher, at \$3.1 million, and this increased again to \$3.8 million in 2016.

It is important to note that an analysis of the grants made by the CAP *as a whole*<sup>19</sup> (see 'CAP targets v actual 2012-16') reveals a very different distribution: while Switzerland received \$8.8 million in 2012-16, Eastern Europe received \$21.7 million and East Africa \$20.3 million. When considered as one Programme, these allocations seem proportionate and more related to need; when considered just in relation to work with men and boys, however, the allocations to Eastern Europe and East Africa seem less impressive.

The three main conclusions to be drawn from this funding analysis are:

- Most of the funding made in Focus Area 2 (\$10.3 million out of a total of \$15.7 million) has been allocated to projects that have focused on enabling boys and girls to respect each other for their different and equally valuable contributions to families and communities and on ensuring that men and boys have greater opportunities to engage positively in children's lives and protect them from sexual abuse. Significantly less funding (\$1.4 million) has gone to projects which aim to reduce the incidence of sexual abuse of children and levels of recidivism.
- There has been relatively limited funding for projects in East Africa focusing on enabling boys and girls to respect each other for their different and equally valuable contributions to families and communities. Switzerland alone accounts for just over half the amount of money allocated for such projects.
- The main beneficiaries of the funding distribution to date have been projects working with men and boys in Switzerland. This one country accounts for just over a quarter of the funding allocated to date to Focus Area 2 and it received more than twice the amount of funding made available to projects in the second most generously funded country (Bulgaria). This could, in part, be explained by the higher operational costs of projects based in Switzerland.

#### CHOICE OF COUNTRIES

The level of child abuse in each of the countries hitherto selected for funding investment undoubtedly requires a response but the rationale for the countries chosen appears to be ad hoc and unclear. The current pattern for funding could have been created to support a range of projects in high-income, medium-income and low-income countries but we have seen no evidence that this decision has actually been made on this basis. Some stakeholders have expressed particular surprise about the CAP's decision to provide very substantial funding (in excess of \$4.1 million in the period 2012-16) to EMAB projects in Switzerland. This compares to about \$1.3 million for projects solely in Uganda. (The primary explanation we have been given for the activity funded in Switzerland, besides

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<sup>17</sup> USD shown as \$ from this point.

<sup>18</sup> It should be noted that in this section of the report some of the totals may appear inaccurate because of rounding.

<sup>19</sup> Internal CAP document, 'CAP targets v actual 2012-16'

the fact that, like all other countries, there are significant levels of child abuse, is that Oak is based in Geneva and that there is a practical and ethical case for supporting projects in an organisation's host country.) There was also some concern expressed about the decision to withdraw from projects in Latvia because of the government's hostility to work on sex education. Some stakeholders have suggested that the CAP should perhaps take more risks with developing work in countries with socially conservative regimes in order to support progressive civil society organisations to maintain their work. Indeed, it was argued that the CAP's contribution could be greatest in countries and regions where governments are unsupportive or hostile.

#### **INTERNATIONAL GRANTS**

It is important to note that significant funds have also been allocated to a range of international projects and organisations. These fall into two main types: grants for projects operating in two or more specific countries and grants for projects with a worldwide perspective. This section focuses on the worldwide grants.

In 2012-16, seven grants were made for worldwide activity. The main beneficiary was Promundo US which received two core grants which, together, were worth almost \$2.9 million. Promundo's work includes being the global co-coordinator of MenCare, a global fatherhood campaign active in more than 40 countries across five continents that promotes men's active, equitable and nonviolent involvement as fathers and caregivers. Stop It Now! also received core support for its work to develop resources and programme strategies to prevent the sexual abuse of children. The remaining worldwide grants are for a diversity of projects, including a research study of the impact of the global film industry on gender, the development of programmes to reduce the risk of perpetration of sexual violence against children, the production of a documentary on ending the cycle of male violence, and an analysis of boys' experiences of violence which will lead on to advocacy work to engage boys in prevention work.

It is not possible for this review to evaluate the impact of these worldwide projects, several of which have not yet been completed. Nevertheless, it is noteworthy that the grants are wide-ranging in scope, and have, usefully, allowed for experimentation in terms of themes and approaches. They have the potential to develop advocacy work aimed at achieving structural change, and to focus more on shifting institutions than individual behaviour (as analyses by Promundo and others have argued Oak should concentrate on). One way of addressing this challenge would be for the CAP to support planning processes that bring different actors together at a local level to look at the ways in which their programming can join up better. As the literature review (Appendix 4) shows, the prevailing discourse supports a movement away from interventions aimed at individual-level attitude changes, towards a focus on changing social norms of masculinity associated with violence perpetration<sup>20</sup>.

The support of work with perpetrators is also important, especially as this is a relatively undeveloped area within the CAP. Several of the worldwide initiatives have the potential to support the work of regional and national projects. Links should also be established between the work of the CAP in this area, and that of the Issues Affecting Women Programme (e.g. the funding of the latter for the Working with Perpetrators Network in Europe).

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<sup>20</sup> Jewkes R., Flood M., Lang J. (2014) *From work with men and boys to changes of social norms and reduction of inequities in gender relations: a conceptual shift in prevention of violence against women and girls*, Violence against women and girls 3, [www.thelancet.com](http://www.thelancet.com), [http://dx.doi.org/10.1016/S0140-6736\(14\)61683-4](http://dx.doi.org/10.1016/S0140-6736(14)61683-4)

Overall, there is a balance to be struck between funding international and country projects. At the current time, more of the available resources are spent at country level. We believe these allocations are justified and that it is more likely to be possible to have impact – and to be able to demonstrate this – by investing in-depth in particular countries.

#### **MATCH FUNDING**

The CAP's requirement for 50% match funding is seen as understandable but also problematic by some grantees. Although CAP Programme Officers say there is flexibility, this may not always be understood by grantees. They have commented that they have struggled to generate funding from other donors and, when they have, the additional funding can have new requirements attached and be on a different timescale. Several grantees commented that they would welcome core funding rather than project funding through the CAP as this could enable grantees to achieve more on a strategic level. To date, core funding has been made available to only four organisations.

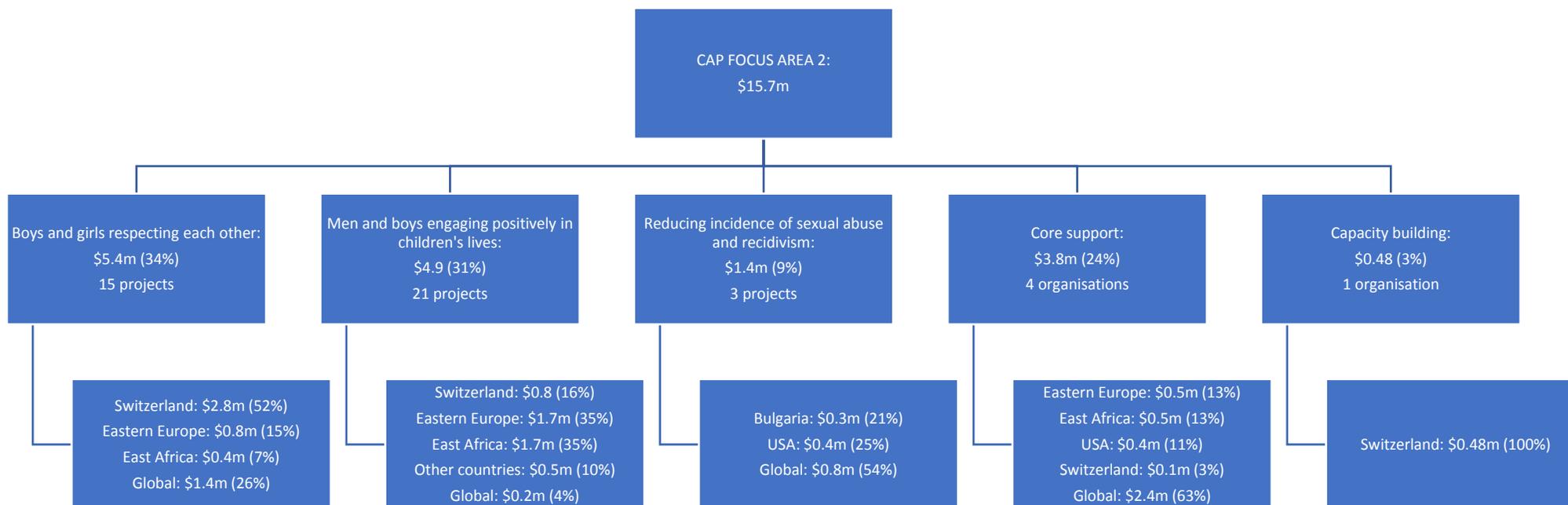
#### **DIVERSITY AND INTERSECTIONALITY**

Grantees do not always take account of diversity and intersectionality in their work. This involves recognition that men's and boys' lives (like women's and girls') are structured not only by gender but by various other forms difference such as race and ethnicity, class, and sexuality. Moreover, dominant images of masculinity tend to involve a white western masculinity. And men and boys in different social locations have differential access to social resources and social status.

In practice, activities may be focused on men and boys in general rather than addressing more specific groups with particular needs, and the relationships between different sub-groups of men and boys. Adolescent and younger boys are one group that appears to be under-represented in grantees' work although they represent a particularly important target for prevention programmes. We asked grantees whether their work engaged boys (aged up to 18) as well as men. Seventy six per cent said that they did engage with boys. About 30% of grantees reported that over 50% of their work was with boys. Over 80% of projects engaging with boys stated that they worked with boys aged up to 10 years, almost 60% said they worked with boys aged 11-15 and almost 75% said they worked with boys aged 16-18 years. However, the perception of CAP staff is that work with boys is relatively undeveloped and that the majority of grantees' work is with men. It is possible that grantees misunderstood the survey question and thought we were asking if they worked with children, some of whom happened to be boys, rather than if they were working with boys 'as boys'. If the CAP staff's view is accurate, this is of concern as adolescent boys are known to be a key group in the sexual abuse of children in terms of both the scale of perpetration and preventing abuse becoming an entrenched behaviour.

Men and boys in more socio-economically disadvantaged groups could also be a relevant demographic. There may also be organisations with a different primary focus – tackling racial disadvantage, for example – that could be useful partners for organisations working with men and boys. Different groups of fathers may also provide a focus; for example, one interviewee highlighted the concerns of potential fathers who had been abused as children that they might, in their turn, become abusers.

**FIG 1. DISTRIBUTION OF CAP GRANTS – FOCUS AREA 2 (ENGAGING MEN AND BOYS), 2012-16**



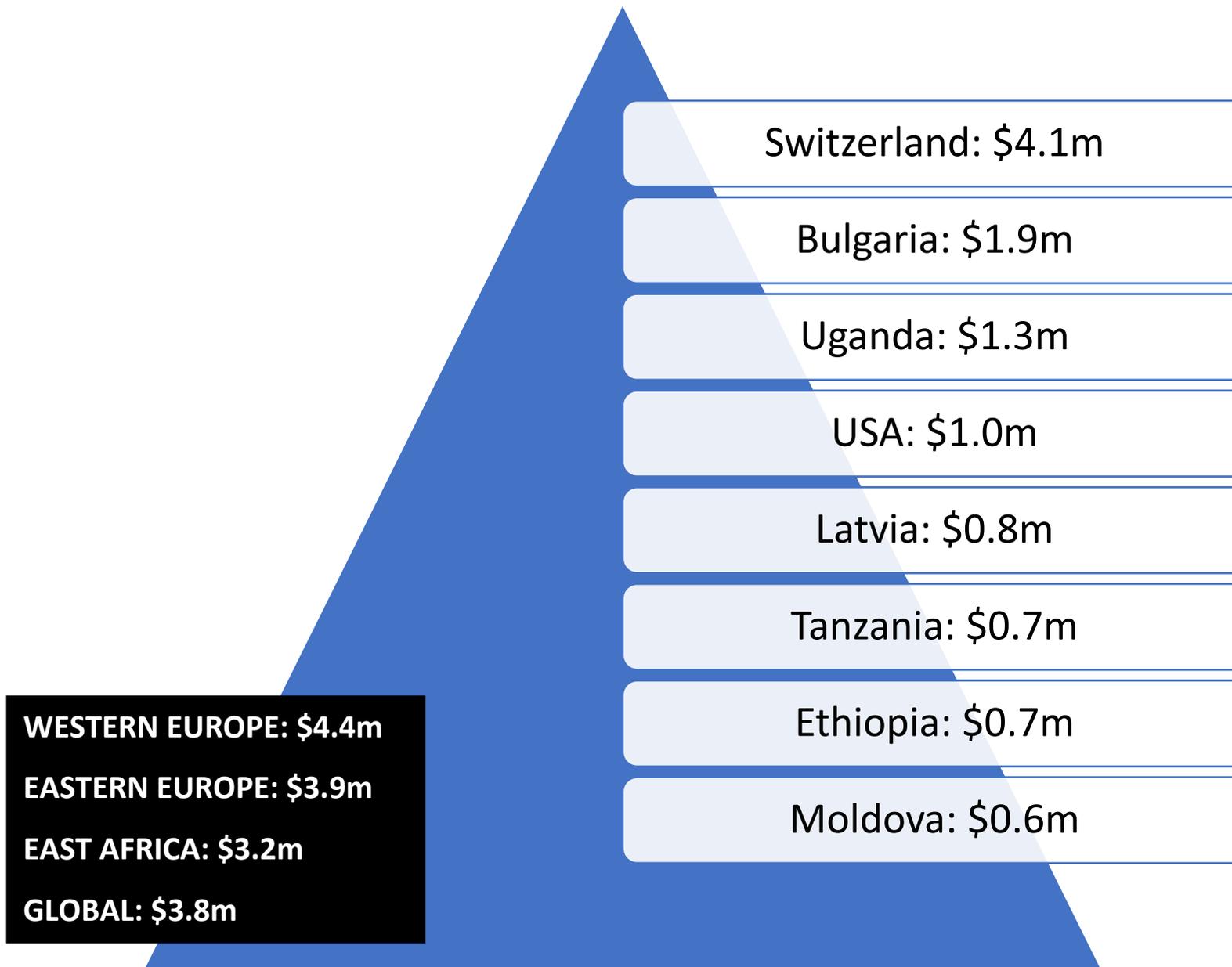


FIG 2. DISTRIBUTION OF CAP EMAB GRANTS BY COUNTRY AND REGION, 2012-16 (over \$0.5 m only)

## SUSTAINABILITY

Grantees appear confident that their EMAB work will continue when the CAP's funding comes to an end. Eighty-three per cent stated that they expect this and 12% either did not know or were not sure. Some grantees commented that their EMAB work had been mainstreamed within their own organisations or within the organisations they worked with; others stated that they will seek further funding from other donors. However, an expert stakeholder commented that, in her country, current grantees lacked experience and expertise in fundraising, have already missed some opportunities, and would benefit from more support with this function.

### **Recommendations**

- (18) The EMAB Focus Area should be more open and transparent to potential grantees in order to facilitate the involvement of a larger number of potentially relevant organisations. The short position paper suggested in recommendation 10 should include information on what the CAP funds, where it funds, who can apply and how to apply.
- (19) The distribution of funding between the three main approaches of the EMAB workstream, with relatively small amounts allocated to work aimed at reducing the incidence of sexual abuse and recidivism, may prove problematic if the number of identified offenders and potential offenders increases, as seems probable in many countries. This work is necessarily highly specialised and there may be relatively few organisations capable of undertaking it effectively but it would be valuable for the CAP to consider whether there are opportunities for encouraging more activity in this area. One relatively unexplored focus where the CAP could support new work is how to intervene with men who are most at risk of perpetration (e.g. younger men who have been abused as children) in a way that does not stigmatise or criminalise them. The IAW Programme is also active in supporting work with offenders (e.g. through its support in Europe for the Work With Perpetrators Network) and there may therefore be opportunities for joint work.
- (20) There should be a review of the distribution of funding for projects focusing on enabling boys and girls to respect each other for their different and equally valuable contributions to families and communities. There may well be a case of rebalancing the countries where this issue is funded with more projects being supported in East Africa.
- (21) Because the distribution of funding is in inverse proportion to the wealth of the regions concerned (with Switzerland receiving the highest level of funding in relation to men and boys), this should be taken into account when reviewing the rationale for deciding the countries where activity should be supported. It is acknowledged, however, that the country allocations within the CAP *as a whole* are justifiable and withdrawing funding from any country, including Switzerland, is not recommended. The CAP should consider building on the base already established in French- and German-speaking areas of Switzerland by developing complementary projects in neighbouring countries.
- (22) The rationale for the countries where activities are funded should be robust, coherent and clearly stated. Possible criteria for funding include: where the need is greatest (balanced against where it is possible to make a real difference); where it is harder for organisations to obtain funding from other sources; where there is scope to achieve systemic/structural change rather than just individual attitudinal or behavioural change; where there is political will; and where there are local actors that can be mobilised. One stakeholder suggested that

work that focuses on men and boys should take place in countries where women have less power and control – in other words, in countries where the need for gender-transformative work is greatest.

- (23) The international grants are an important part of the CAP. There are now more organisations and networks working internationally on issues affecting men and boys and it is recommended that the CAP considers opportunities for engagement with a wider range of organisations in the context of a more strategic approach. In order to identify potential new grantees at the regional or national levels too, CAP could undertake a new mapping exercise which includes organisations with a background in work with men and boys as well as those with a track record in child protection.
- (24) The 50% match funding requirement should be flexible in its operation, grantees should be informed of this possibility and more financial support should be given to organisations that are struggling to generate additional sources of income.
- (25) Grantees should be encouraged by the CAP to be more aware of the need to take account of diversity and intersectionality in their work in order to ensure that project work addresses these issues and is focused on the most relevant groups of men and boys. Reporting mechanisms should include an indication of the approach to diversity and intersectionality of project beneficiaries.
- (26) The CAP should consider what additional support it might be able to provide grantees to ensure alternative sources of future funding to help ensure sustainability.

## **5. Promoting, sharing and disseminating learning**

### ***Findings***

#### **CAP STAFF VIEWS ON LEARNING**

From our interviews and discussions, it was clear that CAP staff rightly place a high value on promoting 'learning', both internally and externally – and this reflects the emphasis given to this issue by Oak's trustees and by the grantee perception survey. Within the team, it was felt that sharing learning was 'very' or 'fairly successful' (5 out of 6 survey responses, with one 'don't know'). It was acknowledged that learning within the team is ongoing, through the intranet, emails and team calls, but that resources – especially time - for individual and joint reflection and learning were limited. Questions were also raised about what should be shared, how sharing should be undertaken (e.g. Research? Convenings? Programme Officer write-ups?), and how to integrate learning into the grant-making programme.

Within Oak as a whole, sharing learning from the CAP was felt to have been 'fairly successful' by two CAP respondents, but 'fairly' or 'very unsuccessful' by three (with one 'don't know'). In practice, there appeared to have been limited attempts to achieve this so far, and it was regarded as an undeveloped area.

Sharing learning with external stakeholders was felt by CAP staff to be 'very' or 'fairly successful' by three respondents, and 'fairly unsuccessful' by one, with two 'don't knows'. On the one hand, it was suggested that learning *is* currently shared through the website, emails and partner meetings, on the

other it was said that sharing learning externally had not been attempted – and that it would be necessary to clarify if there are learnings to share so far, and what the purpose of doing so would be.

#### **GRANTEES' VIEWS ON LEARNING**

According to the survey of grantees, they value very highly the support they have received from other local, national, regional and international NGOs. One hundred per cent of those receiving such support said it had been 'very useful' or 'useful', reflecting in part capacity and expertise issues especially for the smaller organisations, and would also welcome further support of this kind. One grantee observed that support *'has built our own capacity, enabled learning and broadened our understanding of the importance of engaging men and boys [and has also given us] new ideas how to develop this work in the future.'* Another grantee observed that, when external support is provided, it should be the local partners that identify what is needed, not the other way around.

Ninety-six per cent also endorsed the view that Oak should share the learning from its programme of work on child abuse with external stakeholders. This clear-cut finding was endorsed in a number of interviews. One said: *'That dissemination task is important, and I would like to see Oak more visibly undertaking that task.'* And a webinar participant argued: *'We do not share enough...Oak needs to take a much more active role.'*

There was however less agreement as to how Oak should share learning with external stakeholders; 72% of responses favoured publishing a report; 61% supported the organisation of an international conference, and the same proportion reported national conferences and symposia; and 30% supported publishing papers in academic and/or professional journals.

Some positive examples were given of where learning had been shared. One survey respondent cited the recent partner meeting in Uganda organised by the CAP, which had provided *'an excellent platform for fostering this type of country level sharing and learning.'* Another initiative that was highlighted was the coalition-building of 10 organisations in Bulgaria under the MenCare programme, initiated by the CAP, which has led to shared learning, dissemination of the principles of a child abuse programme, opportunities to develop good practice, and study visits between grantees. Beyond the CAP, other innovative projects and programmes that had foregrounded learning were also cited: these included the EMERGE project (led by Promundo, Sonke, and the Institute for Development Studies), and regional training events under the MenEngage umbrella.

Several key issues were raised by interviewees that are important to bear in mind in developing learning strategies. These include: the importance of horizontal learning between grantees, as well as vertical learning between the CAP and grantees; the value of face-to-face (as well as online) meetings, especially in providing emotional support in undertaking work that is demanding; the potential of grantees working and learning together to provide a collective voice for change; and the need to go beyond one-off seminars in order to build supportive communities of practice.

#### **CAP'S ROLE IN PROMOTING AND SHARING LEARNING**

From its inception, the CAP had a central focus on learning, especially when the Programme had a Programme Officer dedicated to learning. This post helped to generate and share learning in the field, in particular through a series of briefing papers now available on the Oak website. It also helped to provide grants to support learning; several of these grants led to interesting initiatives (e.g. the work of SVRI on women and children's issues).

As identified above, various partner meetings have been initiated. For example, there was a successful learning event in 2014 to bring three pieces of research together that the CAP had funded over the last three years to explore the implications for programme and policy. In Uganda, a number of learning events have taken place since 2012, bringing together different organizations involved in practice, research and learning. Initiatives such as these have been praised by grantees, and have demonstrated the CAP's key role as a convener.

Given limitations in relation to resources, one strategy has been to outsource support for learning to external organisations. For example, CAP has funded the London School of Tropical Medicine to organise a series of webinars; however it appears that these have been more about information-sharing than learning per se.

Another initiative was the addition of a 'Learning Question' to grantees at the time of Progress Reports, in line with a wider Foundation approach. Grantees were asked '*what are the opportunities and barriers for engaging men and boys? What is your strategy for overcoming barriers?*' From discussions with CAP staff it appears that the response rate was poor (around 50% of grantees responded) and that in most cases grantees merely listed their existing activities when they replied.

The development of this kind of 'knowledge product' can be helpful, and indeed we refer to many of the issues raised in the findings in this review and in the linked literature review (Appendix 4). The Learning Question was valuable in identifying several potentially useful opportunities for engaging men and boys – such as partnering with global networks, e.g. MenCare and MenEngage, and working in new settings (such as the military) to engage young men – as well as strategies for overcoming barriers to engagement. However, it is doubtful whether anything very significant emerged in terms of new learning.

The Learning Question may not have been as successful as had been hoped for a range of reasons. Grantees were asked to provide information and ideas in response to the Learning Question, but this is not the same as 'learning'. Learning usually arises from a process of making sense of information; information is only one input to a rich learning process. To enhance learning from the Learning Question posed, at the simplest level it would have been useful to arrange an online discussion of the summarised findings with the grantees to enable them to share experiences, learn from each other, and develop common understandings.

Within this particular process there was also no real space for 'knowledge exchange' – or co-generation of new knowledge. In reality, learning takes place through sharing experience, collaboration and joint critical reflection on the work and the assumptions that underpin it. Deeper learning (not just how do we do this better? But, 'is this actually the right thing to do?' or even 'how do we know this is the right thing to do?') is hard to do alone. Again, a forum for these issues to be explored would have been helpful.

Although the covering email to grantees stated that the findings would be used to inform future grant-making strategy, evidence was lacking of a clear rationale for how this would happen. Whilst the findings were written up and shared, it appears that the learning cycle stalled at that point. For effective learning to take place, the Programme itself needed to explore in more depth the 'so what?' and 'now what?' parts of the cycle – What does this mean for CAP's work? What decisions does it affect? Who would really benefit from this? How might we go about embedding this learning in the CAP's practice?

#### **TOWARDS A CAP STRATEGY ON PROMOTING AND SHARING LEARNING**

During our discussions with Oak staff, it was put to us several times that promoting and sharing learning is not really the organisation's role, and that its primary focus is grant-making. At the same time, however, it was also argued internally that *'Oak has a responsibility to move the field forwards by gathering what partners are learning, synthesising it, and getting that out there.'* In line with this approach, it was suggested that the CAP should continue to make grants to support partners to underpin the development of learning (as it already does to some extent).

We recognise that the CAP needs to maintain an appropriate balance between grant-making and promoting learning, but are mindful of the fact that partners – almost unanimously – would like the CAP to do more to bolster learning. Although the Programme has taken a range of steps internally, it appears as if some of the focus has been lost in recent years – especially since the deletion of the post of Programme Officer for Learning. There is a need for greater vigilance and oversight in this area in order to maintain momentum. We believe the Programme should have a more coherent strategy towards learning, both internally and externally, and that this requires more co-ordination than currently exists.

We acknowledge there is value in outsourcing some learning functions and tasks where partners have the knowledge, expertise and reach to carry out this role effectively. At the lighter and less resource-intensive end, such activities might include sharing of knowledge products. Middle-range activities could include facilitating learning dialogues to interrogate and make sense of evaluation or other findings. At the intensive end, activities might include supporting a Community of Practice<sup>21</sup> or convening stakeholders to learn in an interactive way about a priority issue or question.

### **Recommendations**

- (27) Grantees highly value technical support from external organisations and this should be encouraged and extended wherever possible.
- (28) Projects should be offered more support with overcoming the challenges they are facing in engaging men and boys. Much of this can come from other organisations working in the field provided through training, mentoring and shared learning.
- (29) Co-ordinating learning within the CAP should be a core task of a Programme Officer, and should involve, among other things, supporting team members to integrate learning more explicitly into the grant-making process. Consideration should be given to including this function within any revision of the role of the Programme Officer Policy and Partnerships.
- (30) In conjunction with grantees, the CAP should develop a Strategy for internal and external learning from the engaging men and boys focus area, setting out learning principles, approaches and methods. Existing papers on learning on the CAP website provide useful starting points. The Strategy should address, for example: articulating learning themes and questions; building learning into ongoing decision-making, events, and meetings; creating spaces for critical reflection and participatory learning; developing a spectrum of potential learning and engagement activities; and exploring how to engage stakeholders most effectively.
- (31) There is value in bringing together partners on an occasional basis to explore common issues and questions arising from their work. At this stage in the development of the EMAB

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<sup>21</sup> See for example the model for a Community of Practice led by White Ribbon in Canada, and the online toolkit visible at <http://www.canpreventgbv.ca/>

workstream, it appears that such activities are likely to be the most useful (and less resource intensive) at local, country or regional level.

- (32) There is great potential for establishing a face-to-face and virtual Community of Practice in this field (a CoP is an interactive forum where a group of people who share a common concern or interest can come together to share resources, ideas, experiences, research, etc). Establishing a CoP will require nurturing in order to develop and grow, and it may be appropriate to pilot such an initiative in one region. Rather than rely on internal CAP support, the development of the CoP should be undertaken through provision of a grant to an appropriate outside partner.
- (33) Consideration should be given to supporting the development of an online training programme for professionals, together with a manual and toolkit, so that they can learn and share practice together. This could be a longer-term outcome of the CoP, and again would best be hosted and led by an external organisation.
- (34) In the long-term, it may be useful to develop an accessible report on learning from the EMAB workstream, and hold an international conference to showcase the work of partners. Given the resources and effort that would be required to organise an initiative, this should not be a priority in the next three years.

## 6. Internal Child Abuse Programme issues

### **Findings**

#### **HOW THE PROGRAMME TEAM IS VIEWED**

Generally, the CAP team is very highly regarded by grantees and other stakeholders, as a selection of the highly positive comments received during the review shows. In particular, they are praised for their vision, energy, and flexibility – and for being easy to work with:

- *'I am immensely impressed with the Oak team's vision, energy and force that is brought to their work. They are not only a grantmaker, they are visionaries for our field.'*
- *'They have been flexible, professional, and with great knowledge of the specifics of the work we did.'*
- *'Their staff are very well respected, well liked. They have a lovely staff of all the donors we work with, I always really enjoy going and meeting with the Oak staff. They are genuinely interested, big thinkers, excited by big ideas. They are fun to work with.'*

Overall, the team are felt to be supportive towards grantees, helping to build their capacity, assisting them to overcome obstacles, and being open to discussing challenges. Even taking into account the fact that grantees may have been keen, despite our emphasis on confidentiality of their responses, to endorse the Programme which supports them, the overwhelmingly positive comments we received were striking.

Having said this, a small number of criticisms were made. One grantee commented that sometimes the bureaucracy can seem a little slow, and that the requirement for match funding can be a problem for some smaller organisations. Another grantee noted that the CAP's areas of intervention are very limited, and that the CAP needs to be closer not only to the NGO world but to the community at large. A third grantee suggested that *'once they like you and sign off on your work you don't see them very much'*; whilst this trust in the work of a grantee can be viewed positively, it seems to contradict the views of many grantees that the CAP is an 'engaged' funder, and does raise

a question about the appropriate level of oversight from the team. We have already mentioned critical comments made by unsuccessful grant applicants.

#### **STAFF WORKLOAD**

To some extent the issues identified at the end of the previous section may simply be a result of work pressures, which make it impossible for CAP staff to respond to all enquiries as they would wish. Although most grantees are very satisfied with the service from their Programme Officers, one or two felt that CAP staff appear overstretched, lacking capacity to manage all their projects.

Workload was a more significant concern among the Programme team. In our staff survey, 71% felt the workload is *'very excessive'* or *'fairly excessive'*. More than one team member commented that work pressures allow insufficient time for thinking and reflecting. As one put it: *'I would like to have more time for reflecting jointly and individually on the work, what more needs to be done, identifying strategic connections, opportunities for more synergy with other stakeholders.'* There was also a sense that the workload is growing, and that there is not enough time to develop new areas of work, identify new partners, and help them to understand and align with the mandate.

Team members did not, however, appear to feel isolated, and valued the team phone calls every two weeks for an hour. These were useful for information-sharing, and helped the team to remain connected. Although sometimes small working groups of 3-4 people are established in addition to discuss specific issues (e.g. children on the move, sexual exploitation), time and distance appear to limit the contribution of such groups.

A strong view expressed by some POs – especially those in country offices - was that there were too few team meetings. These were regarded as very important, especially in providing opportunities to meet with the lead trustee and the Oak President. In theory, such meetings should be for 3-4 days, but the last one in London was only two days long. In practice, some say, the agenda is often too crowded and there isn't enough time for discussion outside the formal agenda.

#### **EXPERTISE ON WORKING WITH MEN AND BOYS**

All the existing CAP staff come from child protection backgrounds, rather than gender or working with men. In our staff survey this apparent lack of staff expertise on the latter issues was not generally seen as a problem. Rather, it was felt that external expertise (e.g. through the support of consultants) has helped team members to develop their understanding and to plug this gap. Similarly, the fact that there are currently no male staff members was not felt to be a major hindrance. We endorse these positions, and believe that, for the foreseeable future, the current emphasis on relying on outside advice and support is workable.

During the review, we tested out whether there might be a role for an Advisory Group to support Oak's CAP work centrally. In our survey, 43% of staff favoured an external Advisory Group, but there was an accompanying view that such a body would need a clearly-defined role. Although it could be helpful (e.g. in reviewing the Strategy and potential grants, or building 'in house' expertise, or identifying donors or partners), there were fears that it would slow down existing procedures, and would create too much additional work.

A related proposal is to bring together experts and thought leaders on key themes of interest at a particular time. We believe that this option is more workable and less resource-intensive than a standing Advisory Group. Depending on the membership of each group, a secondary benefit could be the encouragement of cross-fertilization between the child rights and gender equality/women's rights sectors.

#### **RELATIONSHIP BETWEEN CAP AND OTHER OAK PROGRAMMES**

Joint work with other Oak Programmes has not been central to the work of the CAP. Nevertheless, there are some examples where the CAP has been able to contribute its own perspective to the broader work of the Foundation. The Joint India work, for instance, has brought the CAP together with several other programmes (IAW, Human Rights, Housing and Homelessness, Environment). Another welcome development is that the Safeguarding Children Policy, initiated by the CAP and piloted within three Programmes, will be rolled out across the Foundation in 2017.

Our interviews with CAP staff and other stakeholders would suggest there is scope for more collaboration. This is especially the case in relation to the IAW Programme, building on some earlier joint work in Moldova. Although the two Programmes have different groundings and cultures, there is great potential in exploring synergies and areas of complementarity between the two. This would not only help to break down silos by fostering cross-fertilization of ideas and thinking (especially between the twin themes of gender equality and child protection) it would also reflect the increasing importance being given by researchers, policy-makers and practitioners to bridging the gap between hitherto parallel and distinct approaches to violence against women and violence against children.

It has been beyond the scope of the current review to explore possible connections with other Oak Programmes. But it is clear that there is also potential here for learning how to tackle various social issues through different approaches and areas of work. For instance, the Housing and Homelessness Programme is similar to CAP in its orientation towards service delivery. There are also connections between the focus of the Human Rights Programme and child-rights approach of the CAP.

#### **BUDGET ISSUES**

Grantees made few comments about the CAP budget, presumably as they were not that well-informed as to the details – even though the actual figures are now published in the Annual Report. One grantee commented that Oak is one of few funders to provide core support and longer-term funding, welcoming this commitment as it enabled organisations like his to have a long track record and learning history in the field.

It is not easy to identify whether the CAP is cost-effective, although the reviewers found no evidence of wastage. In practice, without robust indicators which can be tracked across the Programme, it is hard to assess the outcomes of CAP grant-making as a whole, and therefore to gauge whether similar outcomes could have been achieved by different – and possibly less expensive – methods. Although it is clear that the CAP has the most staff per dollar spent compared to other Oak programmes, that is because only the CAP has taken the decision to have regional offices. This is justified by the argument that it is important to work within cultures rather than come in from outside. Moreover, it means that staff can be closer to grassroots developments. We endorse the commitment to maintaining regional offices over the next 3-5 years.

The reviewers understand that in future, the CAP intends to spend more on projects, and maintain a small staff group so that Oak remains a family Foundation. In practice, it is likely that more funding will be distributed through intermediaries, and this is already happening. We understand that other Programmes in Oak make much greater use of intermediaries of various kinds to distribute funding, and there is discussion within the Foundation, prompted by the Environment Programme with the IAW Programme, about the effectiveness of different models. There are potential advantages in increasing the involvement of well-chosen intermediaries in developing the Programme (e.g. access to different skills and contacts, benefiting from an independent perspective, alleviating some workload pressures for staff and enabling them to think more strategically). However, there are some risks (e.g. CAP becoming more distant from grantees, difficulties in quality control, reputational damage if a project fails) which would need to be assessed and managed with care.

In addition, we note that CAP grants have gradually become larger in the last two to three years, with many more now between half a million and two million dollars, a process that is set to continue. We have sought to explore the implications of this trend. On the one hand, it was suggested by some staff and grantees that larger grants would mean increasing the likelihood of having impact on the issues that the Programme is seeking to address. And were the budget restructured to support it, a major initiative could be instigated, backed by significant funding, that could prove a ‘game changer’ in tackling violence against children and child sexual abuse.

On the other hand, when stakeholders were asked hypothetically how the Programme could spend an additional \$20 million on EMAB work, to achieve greater impact, the answers were not consistent. One expert stakeholder suggested a pilot project based in one local community with a systems-wide approach, bringing together professionals working in different fields (including education, health, child protection) and developing an approach which targets adolescent boys and their families. Another proposed investing substantially in robust evaluation of existing projects to develop the evidence base. Other proposals included: developing social media and gaming technologies as a violence prevention tool; supporting boys’ and young men’s help-seeking behaviour; tackling young men’s use of pornography in order to prevent negative ideas becoming entrenched<sup>22</sup>; and addressing child sex abuse perpetrated by tourists. Tackling male alcohol and drug abuse, as well as broader mental health problems, is another possibility. The development of ‘community champions’ who take a public stand on the issue was also mooted by an expert stakeholder.

Participants in the webinar tended to reject the notion of a ‘magic bullet’ initiative, however, arguing that achieving change is a long-term endeavour, involving building sustained approaches into large-scale institutions. In their view, a catchy ‘one off’ initiative might be attractive, but it might not have lasting impact.

### **Recommendations**

- (35) Oak should take steps to address staff workload issues – especially given the expansion of the work as the Programme grows. Whilst we believe that ideally staff numbers should be increased, we understand that this may not be realistic at present given the Board’s views about the character of the organisation. We therefore recommend that discussion should take place as to the ‘core’ elements of staff roles, with the aim of ensuring that staff have sufficient time to carry out these tasks. Consideration should be given to outsourcing or delegating some functions that can be defined as ‘non-core’.
- (36) The CAP should participate actively in current cross-Foundation discussions about the use of intermediaries to assist in re-granting, and the effectiveness of different models. If the CAP is to increase the involvement of intermediaries, we believe that in each case it will be essential to: identify and manage the trade-offs and risks; initiate due diligence procedures; clarify the CAP’s needs and goals for the relationship; ensure that the CAP and intermediary are well aligned; put in place a formal agreement to guide the work and relations; and monitor implementation. In our view, no more than 10-15% of devolved funding should be spent on the activities of any intermediary organisation.
- (37) CAP staff should meet together more often, perhaps twice a year as a minimum. One option would be to use one of the meetings primarily for planning purposes (as now), and the other for discussing a particular theme or objective in relation to the Strategy.

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<sup>22</sup> Flood M. (2010) ‘Young Men Using Porn’, In *Everyday Pornographies*, Ed. K. Boyle, Routledge

- (38) The CAP should consider establishing ad hoc expert groups to address specific issues of interest to the Programme at a particular time. Such groups would come together around a defined topic, and develop their thinking together. This could lead to various outcomes, such as a joint paper or an initiative. Possible current themes to explore are the development of indicators for the Programme, and how to share and disseminate learning from the Programme most effectively.
- (39) The Child Abuse and IAW Programmes should explore the potential for increasing joint work, given the interconnections between the issues that they are addressing, and the scope for mutual learning. We propose that a 2/3-day workshop should be instigated between the Programmes, with the participation of key stakeholders and external experts, to discuss how greater collaboration could be promoted. To encourage greater bridging between the Programmes, one interesting option that could be piloted would be to pool a percentage of the annual resources available to each Programme (10%?) and designate this funding for the development of joint programme work.
- (40) Despite the reservations of some stakeholders, we support the ambition of the CAP staff to undertake a transformative 'big picture' initiative, whilst maintaining existing project support as far as possible. Given the scale of the budget, and the potential to make significant funding available (and perhaps also leverage funding from other donors), we believe that it would be worthwhile for the CAP to convene a group of thought leaders to explore the possible objectives and focus of such an initiative.
- (41) A new Innovations Fund should be established as part of the EMAB workstream to encourage organisations to identify and fill gaps in the current range of activity.

## APPENDIX 1

### THE REVIEW TEAM

**Sandy Ruxton** is an independent researcher, specialising in men and masculinities and children's rights. For over ten years he has undertaken freelance commissions for a wide range of organisations, including the EU Presidency, European Commission, Oxfam, Save the Children, and Eurochild. Recently, he was consultant to the Open University 'Beyond Male Role Models' project with disadvantaged young men, and has been working with the British Council in Egypt on engaging men in tackling violence against women. His skills and experience include: an established track-record of policy-orientated research and writing; extensive advocacy experience, both at UK and EU level; project management; capacity-building and strategy development; and strong experience as an evaluator. He is an Honorary Research Fellow with the European Children's Rights Unit at the University of Liverpool; an Ambassador for the White Ribbon Campaign UK; and a member of the Steering Group of the NGO alliance MenEngage Europe. A trained teacher, he has worked with boys and young men in schools, in the community and in prisons.

**Peter Baker** is a leading figure in men's health in the UK and internationally. He was Chief Executive of the Men's Health Forum in England and Wales for 12 years until 2012 and has since been working independently on a wide range of projects including a major review, commissioned by the Department of Health in Ireland, of its national men's health policy. Since 2013, Peter has been Director of a new NGO, Global Action on Men's Health. He was, from 2007-9, chair of the UK Coalition on Men and Boys, an NGO which aimed to place men and masculinity on the national policy agenda. In the 1990s, Peter also worked on a voluntary basis for two NGOs that worked with male perpetrators of violence and, in 1990, organised the UK's first national pro-feminist conference for men opposed to pornography. He also has experience in the field of social policy research.

**Erin Stern's** background is in gender and health qualitative research, monitoring and evaluation, and teaching with specialization in HIV/AIDS, sexual and reproductive health, community participation, prevention of gender based violence, gender transformative evaluation and masculinities. She has a PhD in Public Health from the Women's Health Research Unit with the University of Cape Town and an MSc in Health, Community and Development from the London School of Economics & Political Science. She has extensive experience conducting research for programme formation and/or evaluation for various organizations including Sonke Gender Justice, KMG Ethiopia, AIDS-Free World, Center of AIDS Development Research and Evaluation, Transcape, and Treatment Action Campaign. Currently, Erin is based in Rwanda as the study coordinator and lead qualitative researcher for the impact evaluation of *Indashyikiwra*, a multi-component intervention being delivered by CARE Rwanda, Rwanda Women Network, and Rwanda Men's Resource Center to reduce violence among intimate partners in rural Rwanda. The evaluation is part of the DFID funded Global What Works to Prevent Violence against Women and Girls Programme.

## APPENDIX 2

### LIST OF STAKEHOLDERS INTERVIEWED

#### *Oak personnel*

Anastasia Anthopoulos, Programme Officer, International, CAP (x2)

Florence Bruce, ex-Director, CAP (x2)

Kathleen Cravero-Kristoffersson, President

Brigitte De Lay, Director, CAP (x2)

Florence Jacot, Programme Officer, Switzerland, CAP (x2)

Tanya Kovacheva, Programme Officer, Eastern and Central Europe, CAP  
Mikaila Leonardi, Programme Assistant, CAP  
Presiana Manolova, Programme Officer, Eastern and Central Europe, CAP  
Blain Teketel, Programme Officer, East Africa, CAP (x2)  
Caroline Turner, Trustee  
Mia Vukojevic, Programme Officer, Issues Affecting Women

### **Grantees**

#### *Bulgaria*

Yana Alexieva, Tsveta Brestnichka, Ani Dimitrova, David Kiuranov, Deyan Petrov (Roditeli); Georgi Apostolov (Empowering Fathers, Empowering Children) (Group discussion)

Dani Koleva, Nikolay Karamihov (National Network for Children); Maria Petrova (Tulip Foundation); Jivka Marinova, Elena Velinova (GERT Foundation); Petya Petrova (Association Animus Foundation); Ivelina Ivanova, Vanya Kaneva (For Our Children Foundation) (Group discussion)

#### *East Africa*

Peter Bahemuka (Raising Voices); Joyce Wanican (Africhild Centre); Timothy Opobo (Childfund International); Patrick Onyango (TPO); Godfrey Siu (Child Health Development Centre); Fassil Wolder Mariam (East Africa Children's Fund)

#### *Switzerland*

Véronique Ducret and Bulle Nanjoud (2e Observatoire); Caroline Jacot, Santee Sexuelle; Markus Theunert (Männer.ch)

### **External experts** (NB. Some external experts are also grantees).

Tomas Agnemo, Advisor Gender and Masculinities, Save the Children (Sweden)  
Gary Barker, President & CEO, Promundo (USA)  
Neil Blacklock, Development Director, Respect (UK)  
John Crownover, Engaging Men and Boys Program Advisor, CARE International Balkans  
Hermina Emiryan, External Assessor of MenCare Campaign, Bulgaria  
Donald Findlater, Director of Research and Development, The Lucy Faithfull Foundation (UK)  
Michael Flood, Associate Professor in Sociology, University of Wollongong (Australia)  
Alan Greig, Independent Consultant (USA)  
Adele Jones, Professor of Childhood Studies, University of Huddersfield (UK)  
Nambusi Kyegombe, Assistant Professor Global Health and Development, London School of Hygiene and Tropical Medicine  
Stella Mukasa Director, Africa Regional Officer, International Center for Research on Women  
Dean Peacock, co-Executive Director, Sonke Gender Justice (South Africa)  
Joan van Niekerk, ex-President, ISPCAN (South Africa)  
Jonathan Scourfield, Professor of Social Work, University of Cardiff (UK)  
Jens van Tricht, Director, Emancipator & co-coordinator Men Engage Alliance (Netherlands)  
Jane Warburton, International Consultant on Child Protection (UK)

## **APPENDIX 3**

### **WEBINAR PARTICIPANTS**

Gary Barker, President & CEO, Promundo (USA)

John Crownover, Engaging Men and Boys Program Advisor, CARE International Balkans

Brigette de Lay, Director, CAP

Alan Greig, Independent Consultant (USA)

David Kiuranov, Project Co-ordinator Roditeli and Co-ordinator, MenCare Bulgaria

Nambusi Kyegombe, Assistant Professor Global Health and Development, London School of Hygiene and Tropical Medicine (UK)

Wessel van den Berg, Child Rights and Positive Parenting portfolio manager, Sonke Gender Justice (South Africa)

Joan van Niekerk, ex-President, ISPCAN (South Africa)

Markus Theunert, Secretary General, Männer.ch and Steering Group, MenEngage Europe (Switzerland)

## APPENDIX 4

### RAPID LITERATURE REVIEW OF INTERVENTIONS WHICH HAVE RESULTED IN ATTITUDINAL AND BEHAVIOUR CHANGE IN MEN AND BOYS, AND/OR CHANGES IN RELATION TO WIDER GENDER NORMS, IN RESPECT OF VIOLENCE AND SEXUAL ABUSE AGAINST CHILDREN

#### *Introduction*

This summary is based on a rapid review of the existing evidence, through online searches of academic and grey literature, and discussions with stakeholders. A systematic review and formal quality assessment of all sources was not possible, and we drew mainly upon meta-analyses of individual studies over the last decade.

We have sought to address this topic from the perspective of what would be useful for a grant-maker, rather than a research institute. Rather than identifying in-depth details of a wide range of individual studies, we have therefore highlighted broadly what is known, lessons arising, what stakeholders say, and recommendations to Oak's Child Abuse Programme for moving forward

#### *Limitations*

There have been relatively few rigorous evaluations of the effectiveness of interventions involving men and boys to prevent violence. Overall, the evidence base is poor, relying on fairly narrow geographical areas, and weak interventions<sup>23</sup>. For instance, one review of interventions with men and boys to prevent sexual violence identified 65 high-quality studies, of which 85% took place in high-income countries<sup>24</sup>. Having said this, the number of thorough studies (including randomized control trials) has increased over the past decade, especially in middle- and low-income countries.

A review by Fulu and Kerr-Wilson<sup>25</sup> highlighted a number of methodological issues that should be addressed in future studies. These include: limited evidence on some intervention types (i.e. transforming masculinities and social norm change); a wide variety in data-collection methods, making comparisons difficult; short follow-up periods and lack of information about sustainability; and limited evidence on scalability of interventions. One of the stakeholders interviewed for the review of the CAP also stated that there it was very hard to measure the impact of interventions on attitudes to child sexual abuse in particular, because of its social unacceptability.

The majority of the evidence presented in the current review relates to the effectiveness of interventions with men and boys to prevent violence against women and girls (VAWG); this literature is much more developed than that which addresses the role of men and boys in preventing violence against children. Although these issues should not be conflated too easily, there are clearly connections between them<sup>26</sup>. Most obviously, violence against older adolescent girls falls within the domains of both fields. Child abuse and intimate partner violence also often occur in the same household during the same time period, and higher rates of child abuse and partner violence are

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<sup>23</sup> Jewkes R., Flood M., Lang J. (2014) *From work with men and boys to changes of social norms and reduction of inequities in gender relations: a conceptual shift in prevention of violence against women and girls*, Violence against women and girls 3, [www.thelancet.com](http://www.thelancet.com), [http://dx.doi.org/10.1016/S0140-6736\(14\)61683-4](http://dx.doi.org/10.1016/S0140-6736(14)61683-4)

<sup>24</sup> Ricardo C., Eads M., Barker G. (2012) *Engaging Boys and Young Men in the Prevention of Sexual Violence: A Systematic and Global Review of Evaluated Interventions*, Sexual Violence Research Initiative

<sup>25</sup> Fulu E., Kerr-Wilson (2015) *What works to prevent violence against women and girls evidence reviews, Paper 2: Interventions to prevent violence against women and girls*, UK Department for International Development

<sup>26</sup> Guedes A., Bott S., Garcia-Moreno C., Colombini M. (2016) *Bridging the gaps: a global review of intersections of violence against women and violence against children*, Global Health Action 2016, 9: 31516, <http://dx.doi.org/10.3402/gha.v9.31516>

found in families where there is marital conflict, economic stress, male unemployment, and norms of male dominance in the household. There are shared risk factors too, such as weak legal sanctions against violence, high levels of gender inequality, social norms that condone violence, and inadequate protections for human rights. For these reasons, many of the findings from the literature on VAWG are very relevant to violence against children .

### ***Changing attitudes, behaviour and social norms***

The focus of many prevention interventions has been to raise awareness and change the attitudes of individuals towards gender, based on the assumption that behaviour change will follow as a result. But whereas there is evidence from interventions of some measured attitudinal changes, the relationship with behaviour change is complex. In practice, the majority of evaluations have not measured reductions in violence as an outcome, and the methodological challenges outlined above have meant that research projects have struggled to assess changes in behaviour. Instead, they have tended to rely on attitude measures as ‘proxies’ for behaviours<sup>27</sup>.

In recent years, attention has increasingly focused on attempts to address violence against women and girls by shifting ‘social norms’ – the shared beliefs about what is typical and appropriate behaviour in a particular group or community. These of course may differ between cultural contexts, so what works in one country may not work in another.

This approach is rooted in recognition that all forms of VAWG are sustained by gender norms that embody gender inequality and unequal power relations. As the INSPIRE report<sup>28</sup> by WHO and others puts it: *“Changing gender norms relating to male entitlement over girls and women’s bodies – and control over their behaviour – is a critical strategy to achieve gender equality, reduce violence aimed at girls, shape prevention activities and address specific care and support needs”*.

In line with this understanding, it is increasingly argued that VAWG interventions that aim to transform these gender norms and inequalities have proven more effective at reducing violence than those that only address individual attitudes and behaviours without tackling harmful gender norms (such as harmful notions of masculinity)<sup>29</sup>. Having said this, one of the stakeholders in our review suggested that *“there has been an over-emphasis on changing social norms and individual change but it’s clear that structural inequalities are just as important. In child abuse, various forms of social disadvantage are key predictors of higher levels of abuse”*.

### ***Types and levels of intervention***

Interventions with men and boys are diverse in terms of their scope, duration, and geographical remit. They reflect different theories of gender and approaches to politics, and their objectives vary widely, from reducing or stopping individual violence, to promoting gender equality, and raising awareness and/or shifting social norms. Methods and approaches also vary; for example, some programmes target men and/or boys only, and others work with women and/or girls as well.

The sections below are organised around the following levels; whilst the levels are treated as distinct for the purposes of this analysis, in practice there is a constant interplay between them:

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<sup>27</sup> Ricardo C., Eads M., Barker G. (2012) *Engaging Boys and Young Men in the Prevention of Sexual Violence: A Systematic and Global Review of Evaluated Interventions*, Sexual Violence Research Initiative

<sup>28</sup> Butchart A., Hills S., Burton A. (2016) *INSPIRE: Seven strategies for ending violence against children*, WHO/CDC/End violence Against Children/PAHO/PEPFAR/TfG/UNICEF/UNODC/USAID

<sup>29</sup> Alexander-Scott M., Holden J., Bell E. (2016) *Guidance Note: Shifting Social Norms to Tackle Violence Against Women and Girls (VAWG)*, UK Department for International Development

1. *Individual and Relationship level*
  - a) Parenting programmes
  - b) Bystander programmes
  - c) Perpetrator programmes
2. *School-based level*
3. *Community/social norm level*

## **1. Individual and Relationship level**

### *Parenting programmes*

The majority of parenting programmes target parents who have abused or neglected their children, or who are at risk of doing so, although some parenting programmes are offered more widely. Such interventions aim to improve relationships between parents and their children, and teach parenting skills, and some are directly aimed at reducing conflict and abuse.

A number of reviews have attempted to assess the effectiveness of parenting programmes<sup>303132</sup>. These appear to suggest that the results of parenting programmes are uncertain in terms of a reduction in violence to children, in part because such outcomes are not measured. Because men are a small minority of those attending such programmes, and the sample sizes of studies are often relatively small, there is very little evidence on the effectiveness of parenting programmes for fathers specifically<sup>3334</sup>. The evidence that does exist suggests that parent education attended by both parents is more effective than programmes attended by mothers alone but that the effects of attending programmes are less favourable for fathers than for mothers<sup>35</sup>.

Having said this, the evidence also suggests that some parenting interventions can reduce risk factors for child abuse by influencing parental attitudes and parenting skills. For example, an RCT of the Supporting Fathers Involvement programme in California<sup>36</sup>, although it was not able to demonstrate that the interventions were effective in preventing child abuse, was able to show that fathers' groups and couples' groups involved improvements in family risk and protective factors (father engagement, parenting stress, couple relationship quality, and children's problem behaviour) that are known to be associated with child abuse and neglect.

Interviews with our stakeholders for the review endorsed this more positive reading of the evidence, suggesting that engaging fathers in care-giving and parenting can lead to a reduction in violence against children, and also tends to improve household relations and fathers' relationships with their children. Examples given were evaluations of MenCare training programmes, Promundo's

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<sup>30</sup> Knerr W., et al. (2011) *Parenting and the prevention of child maltreatment in low- and middle-income countries: A systematic review of interventions and a discussion of prevention of the risks of future violent behaviour among boys*, SVRI

<sup>31</sup> Mikton C., Butchart, A. (2009) *Child Maltreatment Prevention: A Systematic Review Of Reviews*, WHO Bulletin 87, 353-361

<sup>32</sup> Heise, L. (2011) *What works to prevent partner violence? An evidence overview*, UK Department for International Development

<sup>33</sup> Panter-Brick C., Burgess A., Eggerman M., McAllister F., Pruett K., Leckman J. F. (2014) *Practitioner review: Engaging fathers – Recommendations for a game change in parenting interventions based on a systematic review of the global evidence*, Journal of Child Psychology and Psychiatry, 55(11), 1187–1212.

<sup>34</sup> Scourfield J., Allely C., Coffey C., Yates P. (2016) *Working with fathers of at-risk children: Insights from a qualitative process evaluation of an intensive group-based intervention*, Children and Youth Services Review 69 (2016) 259–267

<sup>35</sup> Sanders M., Kirby J., Tellegen C., Day, J. (2014) *The Triple P-positive parenting program: A systematic review and meta-analysis of a multi-level system of parenting support*, Clinical Psychology Review, 34(4), 337–357.

<sup>36</sup> Cowan P., et al. (2009) *Promoting father's engagement with children: Preventive interventions for low-income families*, Journal of Marriage and the Family, 71, 663-679.

programme review on father centred programmes, assessment of parenting work in Ivory Coast and Philippines, which found that parenting work has impacts on IPV. One stakeholder commented on evidence from South Africa that involvement of fathers in their daughters' lives delays sexual debut and pregnancy, minimizes their risk of school drop-out and vulnerability to sexual abuse. Another highlighted a range of evidence, from small programme interventions to large-scale policies at national level, that men's attitudes and practices around care-giving can change.

### *Bystander programmes*

Bystander interventions aim to encourage non-violent men or women to speak out and engage others in responding to violence – either in relation to specific violent incidents, or by challenging social norms and attitudes that perpetuate violence in the community. There is conflicting evidence about the effectiveness of bystander programmes. The vast majority of evaluations have been undertaken in high income countries.

According to Jewkes, Lang, and Flood (2014)<sup>37</sup>, there are serious weaknesses in many evaluations in this field, and overall, only two<sup>38</sup> moderate or strong evaluations have produced any significant findings. At a 12-month follow-up, an RCT of the 'Coaching Boys into Men' programme in the US<sup>39</sup> demonstrated a reduction in negative bystander intervention behaviour (fewer intervention athletes supported the abusive behaviour of peers) and less abuse perpetration. This programme has been extended to India and South Africa.

A more positive conclusion is reached by a recent narrative review by Fenton et al. (2016)<sup>40</sup>. Reviewing a wide range of studies they consider that, although the measures are imperfect, there are clear and positive changes - behavioural, cognitive and attitudinal - reported consistently within the literature for participants in bystander programmes.

### *Perpetrator programmes*

Perpetrator programmes characteristically work with violent men, often using cognitive behavioural therapy and anger management approaches (sometimes combined with substance misuse programmes, and/or couples therapy) within group education settings. Programmes can be mandated by court order or participants can attend voluntarily. Most perpetrator programmes have been established in the US, and much of the evidence of effectiveness derives from there – although European models are also emerging.

A systematic review by Arango et al<sup>41</sup> analysed 18 rigorous studies, but only two studies reported any significantly positive results. Whilst there are indications of a slight decrease in recidivism among men who complete programmes, dropout and non-attendance rates are high.

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<sup>37</sup> Jewkes R., Flood M., Lang J. (2014) *From work with men and boys to changes of social norms and reduction of inequities in gender relations: a conceptual shift in prevention of violence against women and girls*, Violence against women and girls 3, [www.thelancet.com](http://www.thelancet.com), [http://dx.doi.org/10.1016/S0140-6736\(14\)61683-4](http://dx.doi.org/10.1016/S0140-6736(14)61683-4)

<sup>38</sup> Gidycz C., Orchowski L., Berkowitz A. (2011) *Preventing sexual aggression among college men: an evaluation of a social norms and bystander intervention program*, Violence Against Women 2011, 17: 720–42

<sup>39</sup> Miller E., Tancredi D., McCauley H., et al. (2013) *One-year follow-up of a coach-delivered dating violence prevention program: a cluster randomized controlled trial*, American Journal of Preventive Medicine 2013, 45: 108–12

<sup>40</sup> Fenton R., Mott H., McCartan K., Rumney P. (2016) *A review of evidence for bystander intervention to prevent sexual and domestic violence in universities*, Public Health England

<sup>41</sup> Arango D., Morton M., Gennari F., Kiplesund S., Contreras M., Ellsberg M. (2014) *Interventions to reduce or prevent violence against women and girls: a systematic review of reviews*, Women's Voice, Agency and Participation Research Series, World Bank

A recent systematic review of European evidence on the effectiveness of domestic violence perpetrator programmes<sup>42</sup> found only twelve studies that evaluated the effectiveness of a perpetrator programme in some systematic manner. The review concluded that while the evaluations showed various positive effects after intervention, again the methodological quality was insufficient to develop strong conclusions or estimate an effect size. A more recent review by Hester et al. (2014)<sup>43</sup> identified 37 studies; despite weaknesses in methodology, 57% of the studies reported moderately positive or promising results (but not statistically significant). A wide range of impact was reported across the studies, including behavioural changes (e.g. reduction in actual re-offending/ repeated abusive behaviour; reduction in the risk of re-offending /repeated abusive behaviour; change in the type of abusive behaviour perpetrated) and attitudinal change (e.g. change in attitudes towards women; change in attitudes towards the use of violence).

One optimistic recent in-depth study is the 'Mirabal' research into the outcomes of 12 accredited perpetrator programmes in the UK<sup>44</sup>. This concluded that most men who complete such a programme stop using violence and reduce most other forms of abuse against their partner. At the start, almost all the women said that their partners had used some form of physical or sexual violence in the past three months. Twelve months later, after their partner or ex-partner had completed the programme, most said that the physical and sexual violence had stopped. Notably, there were good indicators for work with children whose fathers were on programmes; almost all the children said they felt safer afterwards<sup>45</sup>.

## **2. School-based level**

There are a variety of school-based interventions, including: 'whole school' or other holistic approaches; working with teachers to raise their awareness about violence and their skill in behaving in non-violent ways; and working with students through curriculum-based awareness raising and skills-building interventions. They target either male or female peer groups separately, or male and female youth together, and seek to address gender norms and attitudes before these become deeply entrenched.

Although whole school approaches have shown some positive effects (e.g. improving student feelings of safety), in general, there is weak evidence on whether or not they reduce violence, either generally within the school environment, or specifically against girls and women. There is also little evidence that stand-alone in-school interventions that specifically aim to increase students' knowledge about and attitudes towards violence result in actual change in levels of violence<sup>46</sup>. A systematic review by Mikton and Butchart (2009)<sup>47</sup> concluded that studies showed significant improvement in children's knowledge and protective behaviours, but that these need to be

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<sup>42</sup> Akoensi T., Koehler J., Lösel F., Humphreys D (2013) *Domestic Violence Perpetrator Programs in Europe, Part II: A Systematic Review of the State of Evidence*, International Journal of Offender Therapy and Comparative Criminology 57 (10) pp 1206-1225

<sup>43</sup> Hester M., Lillie S-J., O'Prey L., Budde J.(2015) *Overview and Analysis of Research Studies Evaluating European Perpetrator Programmes*, Working paper 2 from the Daphne III project "IMPACT: Evaluation of European Perpetrator Programmes", Work With Perpetrators Network, <http://www.impact-work-with-perpetrators.eu/index.php?id=14>

<sup>44</sup> Kelly L., Westmarland N. (2015) *Domestic Violence Perpetrator Programmes: Steps Towards Change. Project Mirabal Final Report*, London Metropolitan University and Durham University

<sup>45</sup> Alderson S., Kelly L., Westmarland N. (2013) *Domestic Violence Perpetrator Programmes and Children and Young People*, London Metropolitan University and Durham University

<sup>46</sup> Fulu E., Kerr-Wilson (2015) *What works to prevent violence against women and girls evidence reviews, Paper 2: Interventions to prevent violence against women and girls*, UK Department for International Development

<sup>47</sup> Mikton C., Butchart, A. (2009) *Child Maltreatment Prevention: A Systematic Review Of Reviews*, WHO Bulletin 87, 353-361

monitored beyond 3-12 months, to ensure that they are sustainable changes. Similar positive findings arose in a review by Walsh, Zwi, and Woolfenden (2016)<sup>48</sup>.

Another review by Ellsberg et al. (2014) suggested the evidence from school-based group training interventions, mainly carried out in high-income countries, has not been encouraging,<sup>49</sup> although there have been a few exceptions. For example, the Healthy Relationships programme in Canada was tested in two settings: one with male and female high school students and the other in the community with male and female at-risk young people. Both studies showed significant reductions in both perpetration and victimisation of dating violence in both boys and girls in the intervention groups compared with the control groups.

### **3. Community/social norm level**

Community mobilization interventions attempt to shift gender stereotypes and norms at a community level, both through empowering women and engaging with men. Often they combine multiple methods, including a mixture of local campaigns, media work, and training and skills development to raise individual and group awareness and knowledge.

Although the rationale for such campaigns is strong, there are only a small number of examples that have been evaluated rigorously. It has been suggested that there is potential to promote such interventions in male-dominated workplaces, sports clubs, and military contexts, where violence prevalence is high<sup>50</sup>.

A well-known example is SASA! in Uganda, a project designed to work systematically with the community, through trained community activists, in order to promote critical discussion about power issues and gender norms. The evaluation found that physical IPV experienced by women was significantly lower in intervention communities versus control communities, although there was no significant decrease in sexual IPV. Social acceptance of IPV was also significantly lower for women and among men in intervention communities (Abramsky et al., 2014)<sup>51</sup>. A follow-up study showed a positive impact on children too. There was a 64% reduction in children witnessing IPV in the home; among women who experienced reduced IPV, parenting and discipline practices improved; and some participants reported intervening to prevent violence against children<sup>52</sup>.

Another example is Oxfam's "We Can" Campaign across South Asia, which sought to shift social attitudes and beliefs supportive of VAWG by training individual 'Change Makers' to take forward the campaign, engaging the wider community and building alliances. A non-RCT trial in Bangladesh found evidence to suggest that the Campaign, where implemented with significant intensity, was

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<sup>48</sup> Walsh K., Zwi K., Woolfenden S. (2016) *Assessing the effectiveness of school-based sexual abuse prevention programs*, Family Matters 2016, No. 97

<sup>49</sup> Ellsberg D., Arango J., Morton M., Gennari F., Kiplesund S., Contreras M., Watts C. (2014) *Prevention of violence against women and girls: what does the evidence say?*, Series Paper 1, [www.thelancet.com](http://www.thelancet.com), [http://dx.doi.org/10.1016/S0140-6736\(14\)61703-7](http://dx.doi.org/10.1016/S0140-6736(14)61703-7)

<sup>50</sup> Jewkes R., Flood M., Lang J. (2014) *From work with men and boys to changes of social norms and reduction of inequities in gender relations: a conceptual shift in prevention of violence against women and girls*, Violence against women and girls 3, [www.thelancet.com](http://www.thelancet.com), [http://dx.doi.org/10.1016/S0140-6736\(14\)61683-4](http://dx.doi.org/10.1016/S0140-6736(14)61683-4)

<sup>51</sup> Abramsky T., et al. (2014) *Findings from the SASA! Study: A cluster randomized controlled trial to assess the impact of a community mobilization intervention to prevent violence against women and reduce HIV risk in Kampala, Uganda*, BMC Medicine, 12, 122-139

<sup>52</sup> Kyegombe N., Abramsky T., Devries K. et al. (2015) *What is the potential for interventions designed to prevent violence against women to reduce children's exposure to violence? Findings from the SASA! Study, Kampala, Uganda*, Child Abuse & Neglect, 2015;50:128-140

able to reduce intra-marital violence, although primarily among the Change Makers, rather than in the general community (Hughes, 2012)<sup>53</sup>.

### Lessons for Prevention

A number of lessons for prevention arise from the available reviews. Fulu, Kerr-Wilson, and Lang<sup>54</sup> suggest, among other things, that:

- Interventions should have a clear theory of change, and be rooted in an understanding of the links between masculinities and violence.
- Multi-component interventions are more effective than single component ones in preventing VAWG. It may be important to target multiple risk factors, work with multiple stakeholders, and/or work at multiple levels (individual; peer; household; community) and for organisations to enter into strategic collaborations in this work.
- Gender transformative approaches are more effective than interventions simply targeting attitude and behaviour change. The prevailing discourse supports a movement away from interventions aimed at individual-level attitude changes, towards a focus on changing social norms of masculinity associated with violence perpetration<sup>55</sup>.
- Interventions that work with both men and women are more effective than single-sex interventions. Whereas interventions have been often been segregated, it is suggested that this separation is not conducive to long-term social change. For instance, group education interventions, such as sex and relationships education, have evolved from working with single sex groups to working with both sexes simultaneously or sequentially.
- Some element of face-to-face engagement is necessary to achieve lasting social and behavioural change, and can be effectively combined with other approaches, such as skills building.

### What stakeholders say

Further perspectives on effective interventions were gained from our interviews with key stakeholders. We present these without analysis, simply to give a snapshot of their views:

#### Focusing on women and men

- *“Oak should still have a work programme focusing on men and boys but we should not exclude work programmes that focus on women and women’s attitudes towards their sons. We need to look very closely at the child-rearing practices of both men and women and how these feed into men’s sense of sexual entitlement”.*
- *“Efforts to tackle child abuse should be multi-faceted and involve multiple populations. To focus on men alone would be a mistake. In work on domestic violence, it’s vital to work with women. You can’t focus just on men. One of the most effective ways of changing men is by changing women – their expectation of men, etc. We also have to look at social norms and structures, not just men”.*
- *“The role of men in the lives of children is considered fairly marginal, and yet they’re heavily criticised for not having a greater role in the care of children. And this isn’t something that is just*

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<sup>53</sup> Hughes, K. (2012) *Effectiveness Review: We Can Campaign*, Bangladesh: Oxfam

<sup>54</sup> Fulu E., Kerr-Wilson A., Lang J. (2015) *Effectiveness of Interventions to prevent violence against women and girls: Summary of the evidence*, UK Department for International Development

<sup>55</sup> Jewkes R., Flood M., Lang J. (2014) *From work with men and boys to changes of social norms and reduction of inequities in gender relations: a conceptual shift in prevention of violence against women and girls*, Violence against women and girls 3, [www.thelancet.com](http://www.thelancet.com), [http://dx.doi.org/10.1016/S0140-6736\(14\)61683-4](http://dx.doi.org/10.1016/S0140-6736(14)61683-4)

*a problem of men. This is again why one needs to engage women in the engagement of men and boys”.*

#### Reaching boys

- *“Services are not boy-friendly. This is a huge gap in the working with men and boys scenario. We’re missing boys in all cultures. If we could help boys get in touch with their own victimisation they might be less likely to victimise. This is an untapped area in child protection. We need to do a lot more talking to men who have been victims”.*
- *“You’ve got the whole ‘boys learn differently’, boys school folk. That to us feels too binary reinforcing and too essentialist in terms of how they talk about boys”.*
- *“We need to invest in teacher training and the stance of teachers towards gender norms. After parents, teachers are the most influential group on the psyche of children. Training teachers on masculinity would be very worthwhile as an experimental exercise. We also need to train GPs, paediatricians, gynaecologists and obstetricians”.*

#### Father involvement

- *“I don’t know of much evidence that looks at the impact of involved fatherhood on perpetration of child abuse. I have feminist colleagues who are suspicious of the idea of uncritically pushing men more into children’s lives. Fathers’ involvement can also be negative. Laws that enforce children’s contact with fathers after divorce and separation can be disastrous for children”.*
- *“You could look at victims of child abuse and find out what experiences of fathering they had. There might also be social work or police data on patterns of victimisation. This might show that involved fathering was protective of children if abuser was outside the family. It might be that children with involved fathers and mothers who know where they are, who care for them and help them with their homework are less likely to be subjected to abuse than uninvolved parents. That’s certainly true for teenage girls subject to dating violence”.*
- *“To get parents to come to violence prevention training is almost a non-starter. It’s really tough to get fathers to come...if we actually listen to where fathers and families are, we can get men to come”.*
- *“We’ve got a big randomised control trial...it’s allowing us to prove the hypothesis: well done father training is leading to less violence against women, and less violence by both mothers and fathers against children”.*

#### Targeting men at risk

- *“Maybe the Oak programme should focus on those men who are most at risk of being perpetrators, e.g. from deprived communities or who have been abused themselves as children. Or men who have committed violence in their teens. A tighter focus might impact more than making men in general better parents”.*
- *“There’s good evidence that you can work with men to reduce violence against children. Programmes aimed at parents who are at risk of perpetrating violence have helped to reduce risk of violence against children by mothers and fathers”.*
- *“We should be targeting younger men, because there is so much evidence that sexual exploitation of children, the sexual abuse of children is something that adolescents engage in in significant numbers...there’s an opportunity of engaging with adolescents. So we begin to change their trajectories of becoming adult men, so they don’t become adult abusers of children”.*
- *“How do we find ways of offering voluntary programmes to people that are non-stigmatising, that are not criminalising, that help young men to address the attitudes, the values and the past*

*experiences that they've had in terms of sexual abuse that may influence them to become abusers?"*

- *"It would be worth looking at the small body of work on engaging men on the prevention of child pornography. Also there are links between men who buy sex and men who perpetrate sex abuse of children".*

### **Recommendations for Oak's Child Abuse Programme**

1. Developing a well-researched evidence base in this field is essential, and the CAP has played a significant role in helping to promote a wider range of studies. This commitment should continue, informed by the findings of reviews of the existing evidence. In particular, researchers would welcome support for longitudinal studies that enable analysis of change over time.
2. Although interventions to transform masculinities and promote social norm change are widely regarded as promising (and endorsed by this review), robust evidence of their effectiveness remains limited. Although changes in social norms are hard to assess, they can be identified, measured and evaluated by amending existing research strategies and methodologies, such as qualitative focus groups and quantitative surveys. The CAP can assist by supporting the expansion of such initiatives, and comprehensive evaluation of them.
3. Most rigorous evaluations of interventions to prevent violence are from high income countries and there has been little testing of how these programmes might be adapted or applied in low and middle income countries. The CAP has been instrumental in supporting efforts to bolster research in LMICs, and this remains an important objective.
4. All CAP supported projects and programmes should be monitored and evaluated to assess their effectiveness. As a minimum, this should involve pre- and post-interventions surveys of men and boys in programmes (and a control group if possible), ideally with longer-term follow-up, in order to explore changes in attitudes and behaviours. A particular focus should be on mediators of change, and exploration of why interventions are effective for some men and boys, and not for others.
5. Often evaluation is a requirement of programmes by funders, and there is a balance to be struck between in-house and independent evaluation. Whilst acknowledging there are practical issues (e.g. cost and capacity) generally speaking the CAP should favour external evaluation, which is more likely to be objective. The Consolidated Framework for Implementation Research (CFIR) has been suggested as one possible approach for project evaluation.
6. Reviews of the evidence suggest there are a number of promising interventions in a range of fields. Whilst interventions are not always readily transferable to another context, CAP funding can help organisations to make the necessary adaptations so that interventions can be made relevant to different countries and cultures. Sustainable funding is needed not just to pilot programme but to adapt, test and then, if found to be effective, scale them up. This is especially likely to be the case with programmes to shift social norms, which may take a long time to have impact.
7. There is a need for research to explore the linkages between prevention of violence against children and violence against women and girls. Increasing joint work between the CAP and IAW Programmes might make it possible for Oak to contribute to this process. Cross learning and best practices should also be encouraged between different programmes within the CAP, and potentially with evaluations from the IAW Programme.

## APPENDIX 5

### REFLECTIONS ON EMAB WORK IN UGANDA

***The Review team was asked by Oak to add some comments on the work in the countries visited during the field trips. There was particular interest in Uganda.***

Drawing on insights from 6 grantee and 2 stakeholder interviews conducted in Uganda, we have reviewed regional-specific information relevant for Oak's grant-making strategy in this context. Further insights were compiled from one of the reviewer's attendance at the Oak Foundation East Africa Regional Meeting, held in Kampala, Uganda in November 2016.

#### ***Contextual Opportunities***

Numerous political opportunities for work to EMAB to prevent violence against children in the Ugandan context were identified. The majority of grantees interviewed highlighted the success in amending the Children Act,<sup>56</sup> which was passed in Uganda in March 2016. Grantees identified the benefits of this new progressive act, including a broad definition of violence against children under the law from sexual abuse to child trafficking, banning corporal punishment in schools, and establishing how certain individuals are legally required to report violence against children. A few grantees related how the establishment of the act was partially attributed to civil society and evidence-based engagement of parliamentarians to appreciate the severity and long-term affects of violence against children, and a few of the grantees themselves reported organizational involvement in this development. One grantee additionally noted how *"the [Ugandan] president declared 2017 a year of families. That platform can be used to educate men on their role as fathers, but also as leaders in their respective capacity."*

In terms of ongoing political engagement opportunities, one grantee reported that *"Uganda is developing the children's policy. That is a massive opportunity where we can input and ensure there is male engagement. The national strategy plan and program investment is the overarching policy document that guides all interventions around children."* Another grantee noted the very high rates of violence against children in Uganda, which provides an opportunity to raise awareness of the seriousness of this issue, especially in relation to the SDGs: *"The sexual prevalence rate in Uganda is highest in the region; just next to Swaziland in Africa; we just got preliminary results from the violence against children survey. That will raise a lot of interest in the subject. I see this as important at the policy level. With the SDGs now in place, there is an opportunity for us to push for children's well-being."* One grantee noted that the Ugandan Ministry of Gender is importantly highly engaged with and interested in violence against children issues. At the Oak East Africa Regional Meeting, a government representative stressed the need to generate political visibility of violence against children at the African Union and regional economic communities, and to continue to generate evidence and share experiences to inform regional policy and practice. Further opportunities and priorities for Uganda identified at this meeting included the need to have guidelines on OVC (orphans and vulnerable children) standards and MIS (management information systems) tools, consolidate Uganda's child helpline, review Uganda's OVC policy and help develop a National Child Policy.

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<sup>56</sup> On March 2, 2016, the 388-member unicameral Ugandan Parliament passed the Children (Amendment) Bill, 2015, the goal of which is "to amend the Children Act, Cap. 59; enhance protection of a child; provide for the guardianship of children; provide for inter country adoption; prohibit corporal punishment and provide for related matters."

## **Contextual Challenges**

Various challenges to EMAB to prevent violence against children in the Ugandan context were also identified. Several grantees mentioned the severe obstacle of poverty implicating the prioritization and effective implementation of this agenda. A few grantees mentioned the need for structural or multi-level interventions to simultaneously address poverty related needs. Alcohol use was also identified as highly relevant to men's use of violence in Uganda, and the related need for EMAB work to have a multi-faceted approach. A few grantees noted the cultural challenges of EMAB in violence against children as *"culturally, men's role is providing and protecting so when you talk about men involved in care of children it is difficult."*

Two grantees and one stakeholder identified a lack of trust in public services and police responses to interpersonal violence, and how this hinders reporting of violence including violence against children. As one grantee noted: *"Maybe if there is a robbery, police will come fast, if you say there are political demonstrations by opposition leaders, police will come fast, if you say a girl has been abused, they then suddenly have no fuel. When communities lose faith in the legal process, people don't report."* One grantee noted how, problematically, institutions such as police meant to protect children's rights, can also be violators of their rights. A stakeholder noted additional reporting barriers as *"people don't know who to report to and when."* This stakeholder asserted that inadequate responses to violence means *"perpetrators get a sense there is impunity. They pay off police. If there was a more responsive system, that could act as primary prevention of violence."*

One grantee noted how the numerous languages spoken in Uganda produces logistical and financial constraints to have national communications reach: *"We have over 60 languages that need to be spoken so the cost of content production goes up whenever you think of the languages! At the moment we are trying to use 7 languages including English but it is not enough. If you are thinking of Uganda geographically, you need a minimum of 12 languages."* One grantee related the challenge of a lack of prevalence violence against children data and underlying causes of violence against children, and the critical value of the recent national violence against children survey, which Oak helped support.

A few grantees commented that it is challenging to get the Ugandan government to consider the prevention of violence against children as a priority and that the national political will is primarily relegated to response work. Indeed, prevention of violence against children was said to be a relatively new area, and the need to better integrate violence prevention and response work was highlighted by several grantees and at the Oak East Africa Regional Meeting. A few grantees noted how the current restrictive, homophobic political environment can also hinder the EMAB work and related advocacy.

## **Key Stakeholders and Populations to Consider**

The interviews generated insights on key stakeholders to involve in EMAB work to prevent violence against children in the Ugandan context. A few grantees noted the importance of working with religious institutions, for having significant social and structural influence: *"Religious institutions control almost all social institutions; schools, hospitals. The government cannot dictate what is happening in schools. Religious institutions said no sex education in our schools and the government can't do anything. So you need to influence the religious leaders."* One grantee noted the influence of the royal family in Uganda, and the need to engage leaders with particular influence such as the royal family: *"If the king pronounced himself on an issue like responsibility of men to be involved in violence against children, that carries a lot of weight! The king is looked at as a cultural leader who*

*people have respect for and love. They have a natural affinity. Oak can be creative in trying to fund initiatives that reach out to those men with key positions.”* Another grantee related the importance of targeting relevant groups for EMAB work, such as boda boda [bicycle and motorcycle taxi] drivers, who are primarily men, and have significant access to the general population. One grantee noted the powerful influence of male role models in this setting given the persistence of men as decision makers and breadwinners in the Ugandan context. This grantee discussed how *“we work with sensitive men who are good to their wives and children and use them to reach other men in the community. Because usually men listen to other men.”*

One stakeholder noted the opportunity for sexuality education programmes to target aunts because: *“In Ugandan culture girls are supposed to talk about sex with their parental aunt and not necessarily their own mother.”* This stakeholder commented how different norms of family units in Uganda need to be considered for prevention of violence against children: *“The idea a child will live in the same house their whole life is rare in Uganda. They might be born in a city, go to an aunt or uncle’s house and move around. There are thus different parents at different times of a child’s life. Understanding the social norms around parenting and household dynamics can allow us to ensure each household has the same information, support, parenting change behaviour. You can also find for instance abuse of women by their mother in law, which is why violence prevention needs to work with the entire household.”* This stakeholder further asserted the need to engage pre-adolescence in gender equality promotion given the highly entrenched unequal gender roles learned early on: *“By the time you get to adolescents, you know your sister doesn’t go to school because she is a girl. You know your mother wakes up before you and goes to bed way after you to do all the housework. You know your father beats your mother. Not to say adolescence isn’t an important time, but it is important to engage earlier as well.”*

At the Oak East Africa Regional Meeting, a Ugandan government representative highlighted that certain groups of children who disproportionately suffer violence are neglected including children with albinism, children with disabilities, and child victims of ritual killings, most of whom are girls.