



2025



MenEngage Alliance
working with men and boys for gender equality



Men Engage Network Lebanon
working with men and boys for gender equality

MenEngage Network Action Plan 2025 - 2027

SKI FOR RESEARCH & CONSULTING



Acknowledgment of Partnership between UNFPA and Men Engage Network

We extend our sincere appreciation to UNFPA for its invaluable partnership and support in advancing the Men Engage Network's Action Plan. This collaboration marks a significant step toward strengthening efforts to promote gender equality, positive masculinities, and meaningful engagement of men and boys in addressing gender-based issues.

Through this partnership, we are committed to fostering impactful initiatives, strategic advocacy, and capacity-building efforts that contribute to sustainable social change. We look forward to continued collaboration and collective action in driving gender-transformative approaches across communities.

Thank you, UNFPA, for your dedication and shared vision in this crucial work.

Acknowledgment to the secretariat of Men Engage Global Alliance

We extend our sincere gratitude to the Men Engage Global Alliance for their invaluable support and collaboration in the development of the Action Plan for the Men Engage Network Lebanon. Their guidance, expertise, and commitment to gender justice have played a crucial role in shaping our collective vision and strategic direction.

Acknowledgment to Men Engage Members and ABAAD staff

We extend our sincere appreciation to all the members of Men Engage Network and all dedicated staff of ABAAD for their invaluable contributions to the development of the action plan. Your commitment, expertise and collaboration efforts have been instrumental in shaping a strategic impactful plan that will guide our collective work. This achievement reflects our shared vision and dedication to advancing gender justice and positive masculinities. Thank you for your hard work and continued support in making this initiative a success.

Thank you for Men Engage members: IMC – Abnaa Saida – Amal association – PWHO – Salama – LSR – Proud Lebanon – Musawat – Himaya Daem Aataa – Himaya – DRC – الجمعية الخيرية - جمعية كفرنبين للإصلاح والتأهيل - SEF (service de l'enfant au foyer) – I'm possible – Karama association – Basmet Amal.

Brief about UNFPA

The United Nations Population Fund (UNFPA) is a UN agency focused on promoting sexual and reproductive health and rights, gender equality, and population development. It works globally to ensure safe childbirth, access to family planning, and the empowerment of young people and women, particularly in vulnerable settings. UNFPA collaborates with governments and organizations to advance sustainable development and address issues like gender-based violence, harmful practices, and reproductive health.

Brief about MenEngage Global alliance

MenEngage Global Alliance is a worldwide network of organizations and individuals working together to promote gender justice, human rights, and social justice by engaging men and boys in transformative approaches to gender equality. The alliance brings together civil society organizations, activists, researchers, and practitioners from different regions to challenge harmful masculinities, advocate for policies that promote gender equality, and support feminist movements.

Brief about ABAAD

ABAAD is a Lebanese non-governmental organization (NGO) that focuses on promoting gender equality and addressing issues related to gender-based violence (GBV) in Lebanon and the MENA region. It provides services such as shelters, legal aid, and psychosocial support for survivors of GBV. ABAAD also works on advocacy, policy change, and capacity-building programs aimed at improving women's rights and gender justice. Through its initiatives, ABAAD seeks to create a safer, more inclusive environment for women and girls, empowering them to access their rights and live free from violence.

Brief about MenEngage Network

The MenEngage Network is the National Network of the Global MenEngage Alliance that consists of dozens of organizations, collectives, or individuals spread in many regions of the world. MenEngage Lebanon Network members work collectively and individually to advance gender justice, human rights and social justice to achieve a society in which all are equal and enjoy healthy, fulfilling and equitable relationships.

Under the consultancy contract signed between *SKI for Research & Consulting* (SKI) and *ABAAD-Resource Center for Gender Equality* (ABAAD) in October 2024; this Action Plan is provided by SKI to ABAAD following the inception meeting between the teams of the two parties – as part of its deliverables under the contract – serving as a guidance tool for drafting the Action Plan of the *MenEngage Lebanon Country Network Strategy*.

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Introduction

The MenEngage Network Lebanon's Action Plan for the next three years (2024–2027) serves as a strategic guide for Civil Society Organizations (CSOs) who are members of the Network to collaboratively advance gender equality in Lebanon based on the Networks Strategy. By fostering community and driving impactful advocacy, this plan outlines the collective steps needed to support in establishing and sustaining a culture that embraces gender equal and peaceful masculinities while dismantling harmful stereotypes and patriarchal norms. At the heart of this Action Plan is a vision for a Lebanese society where gender equality and peaceful masculinities prevail over discrimination against women and girls.

The MenEngage Network is dedicated to fostering a collaborative and inclusive environment for those who are interested in joining efforts to implement effective strategies on transforming patriarchal masculinities and working with men and boys to raise awareness on roles and responsibilities of men and boys in dismantling patriarchal norms in Lebanon. Its mission is to achieve gender equality by promoting the concepts of gender equal and peaceful masculinities, and by facilitating the exchange of experiences, knowledge, and strategies among network members, partners and the network's target audience. Through this shared journey, the network aims to engage men and boys as allies and advocates in the movement for gender justice, ensuring a sustainable and transformative impact.

What is this Action Plan for?

This Action Plan provides a comprehensive roadmap for CSOs within the network, enabling coordinated efforts to engage men and boys in promoting gender equality and transforming patriarchal norms. It aims to create inclusive spaces where men and boys can critically reflect on their roles and responsibilities in advancing gender justice, while fostering positive relationships and challenging harmful stereotypes. The plan underscores the importance of raising awareness about gender equal and peaceful masculinities through joint and/or collective advocacy campaigns, media initiatives, community engagements, and educational discussions.

How was it developed?

Partnering with UNFPA, and with their technical and financial support, this Action Plan is developed based on the MenEngage Lebanon Network Strategy and the findings of extensive consultations conducted with key stakeholders including members of the Network, ABAAD, Men Engage Global Alliance and UNFPA. These consultations provided valuable insights into priority areas, stakeholder needs, and actionable steps for advancing gender equality, gender-equal and peaceful masculinities, and institutional strengthening of the Network. This action plan is designed to address these priorities through a structured approach over three years, aligning with the strategic objectives and outcomes of the Network.

Building on feminist principles and human rights, the Action Plan advocates for intersectional approaches that address the diverse experiences of individuals across all genders and identities. It emphasizes the collaborative efforts among the members and partners of the network to transform patriarchal norms that are at the roots of gender and social injustices, in line with the vision set by

global normative frameworks like 2030 Agenda (UNSDGs), while reducing violence through gender-transformative strategies. By investing in capacity-building for network members, this plan allows the network to strengthen its, and its members', ability to engage effectively, empowering them through education, training, and the development of knowledge resources.

Key Definitions

- **Gender Equality**

Refers to the equal rights, responsibilities, and opportunities of women and men and girls and boys. It does not mean that women and men will become the same but that their rights, responsibilities, and opportunities will not depend on whether they are born male or female.

- **Peaceful Masculinities**

Concepts and practices of masculinity that reject violence and promote equality, respect, and collaboration among individuals, fostering healthy and inclusive communities.

- **Toxic Masculinity**

A set of cultural norms that encourages men to suppress emotions, maintain dominance, and engage in aggressive or harmful behaviours, which negatively affect both men and others in society.

- **Gender Justice**

Entails ending the inequalities between women and men that are produced and reproduced in the family, the community, the market, and the state. It includes the elimination of inequalities in laws, policies, and practices, as well as addressing the power relations that underpin them.

- **Intersectionality**

A theoretical framework for understanding how aspects of a person's social and political identities combine to create different modes of discrimination and privilege. It recognizes that gender intersects with other identities such as race, class, and sexual orientation, affecting how individuals experience oppression and discrimination.

- **Stakeholders**

Individuals or groups who have an interest in any decision or activity of an organization. In the context of gender equality, stakeholders include women and men affected by gender policies, government entities, civil society organizations, and international bodies.

Year-by-Year Action Plan

Year 1 (2025)

1. Expanding the MenEngage Network to the South West Asia and North Africa Region (SWANA)

In line with the MenEngage Global Alliance and Lebanon's Network's objectives, and building on the experiences gained in establishing and operationalizing the Lebanon network; the MenEngage Network in Lebanon with the MenEngage Global Alliance will work throughout 2026 to establish a MenEngage Network for the SWANA region.

Activities and programs of the Lebanon Network – especially the “Youth Hub” – will serve as pilot projects that will be generalized to the SWANA region under the established regional Network to be implemented in different countries and within the different communities.

The MenEngage Network Secretariat in Lebanon, in close coordination with the Global Alliance Secretariat, will open a call for organizations and initiatives from the region, to join forces and establish the MenEngage Network for the SWANA region.

Stakeholders include organizations and initiatives – with legal and technical obstacles preventing them from register officially as a CSOs – involved in advancing gender equality and peaceful masculinities in the region, in addition to having potential partners such as international organizations, donor organizations, and decision-makers in the respective countries and communities of the region.

2. Establishing Working Groups

The primary objective of this initiative is to create specialized working groups that address key thematic and operational areas, enabling the Network to deliver targeted and effective interventions. During the first year, the Secretariat will establish at least two working groups: the **Fundraising Working Group** and the **Advocacy Working Group; the latter being part of the Global Advocacy Working Group under the Global Alliance**. Each group will have defined terms of reference (ToR) and will report to the Secretariat, ensuring alignment with the Network's mission. These groups will actively engage members in their activities, fostering ownership and collaboration.

By forming these groups, the Network aims to ***improve coordination and resource mobilization, strengthen advocacy efforts for gender equality, and enhance member participation.***

Stakeholders involved include Secretariat, the National General Assembly, and civil society organizations aligned with the Network's goals, decision-makers.

3. Establishing the “Youth Hub”

This workplan proposes a new, enriching, and invigorating path forward. By focusing on youth as agents of change, the Hub aims to **create a ripple effect of awareness and activism, fostering a generation of leaders who challenge harmful gender norms and promote inclusivity**. The initiative is expected to strengthen community resilience against gender-based

discrimination and violence, while also positioning the MenEngage Network Lebanon as a key catalyst for youth-driven advocacy and social transformation.

The Hub will create space for growth, learning, and collaboration across the entire network, strengthening youth leaders capacity and ability to engage and coordinate as a youth movement.

The Hub will be an opportunity for youth leaders particularly boys and young men to engage with girls and young women, in order to strengthen their allyship to girls and young womens rights and ability to be accountable to womens rights movements. And, thus, the benefits will be felt on both an individual level (for the young men and boys) and also at the local, country level hence contributing to the broader agenda of achieving gender equality.

Establishing the “Youth Hub” aims at having a ***permanent national hub operating under the Network***, who are actively engaged in gender equality and peaceful masculinities efforts. Establishing the Hub falls under the Network’s feminist participatory approach by actively involving the members of the Hub in the Network’s activities and programs, whether decision making or implementation levels.

The Hub will consist of a Leading Team from the Network Secretariat overseeing its activities (The Secretariat will designate either one or more of its members or members of the Network for this task based on interest, capacity and availability), Local Coordinators from the Hub for implementation and outreach, and Ambassadors/Volunteers from the Hub who will be supporting the implementation and outreach.

The Secretariat will prepare a call including requirements for men and women, and boys and girls to join the Hub; men and women will be between the ages 19 and 35 and boys and girls between the ages 13 and 18. The Leading Team will distribute tasks on members to perform as Local Coordinators and Ambassadors/Volunteers.

Stakeholders for the Hub are the Secretariat, National General Assembly, men, women, boys, girls, and the community as a whole.

4. Awareness Campaign on Gender Equal and Peaceful Masculinities

To challenge harmful gender stereotypes and promote peaceful masculinities, the Network will develop and implement a **multimedia awareness campaign**. This campaign will prioritize storytelling with testimonials from positive male role models, educational content on the harms of toxic masculinity, and messages emphasizing healthy relationships and respect. Platforms such as social media (e.g., Instagram, Facebook, X), radio, television, and community events will be leveraged to ensure maximum reach and engagement. In addition, the Network will create its own website as the main multimedia tool to communicate with the public.

The expected impact ***includes increased public understanding of peaceful masculinities, reduced acceptance of harmful gender norms, and positive behavioural changes among men and boys.***

Key stakeholders include media outlets, social media influencers, local civil society organizations, community leaders, and the public.

5. Training Workshops for Network Members

The Network will organize **training workshops** to enhance members' capacities in gender-transformative approaches, feminist principles, and strategies for engaging men in gender equality initiatives. Topics covered will include conflict resolution and non-violent communication, techniques for monitoring and evaluating gender-related projects, and approaches to engage men and boys in gender equality work. At least three workshops will be conducted, focusing on practical skills and theoretical knowledge. Post-training evaluations will assess learning outcomes and inform future sessions.

These workshops aim to ***empower Network members, align activities with feminist principles, and improve engagement strategies.***

Stakeholders include Network members, feminist trainers, gender experts, and partner organizations providing technical support.

6. Research Study on Gender Norms and Behaviours

A comprehensive **research study** will explore prevailing gender norms and behaviours in Lebanese society to identify opportunities for promoting gender equality and positive masculinities. The study will aim to understand community perceptions of masculinities identify dominant gender norms, and provide actionable recommendations for gender-transformative initiatives. The findings will be documented in a report and shared with stakeholders, providing a foundation for evidence-based advocacy and programming.

This study is expected ***to enhance understanding of gender dynamics, community perceptions of masculinity, support data-driven strategies, and inform tailored interventions.***

Stakeholders include research institutions, gender studies experts, Network members involved in data collection, community participants, and policymakers.

Year 2

1. Advocacy Campaign for Policy Change

The Network will conduct **policy related advocacy** to advocate for policy changes that promote gender equality and address issues related to gender equal and peaceful masculinities, focusing on policy reforms such as parental leave policies, gender-based violence prevention programs, and inclusive education initiatives.

Specifically, the network will work to deliver:

- A comprehensive advocacy campaign launched with targeted messaging on transforming patriarchal masculinity to advance gender equality.
- Key policy briefs developed and disseminated to stakeholders, focusing on specific reforms.
- Strategic meetings held with government officials and policymakers.
- Public awareness activities conducted, in parallel with the advocacy campaign, to generate grassroots support for policy changes.

The campaign will contribute to creating a policy environment supportive of gender equality and peaceful masculinities. It aims to establish legislative reforms, increase public awareness, and enhance collaboration among stakeholders advocating for these changes. Awareness campaigns would involve testimonials from men who advocate for gender equality, with an emphasis on peaceful masculinities etc.

Key **stakeholders** involve, Government policymakers and officials, national advocacy organizations, media outlets, educational institutions, community leaders, and local influencers.

2. Community Engagement Forums

The goal of the community engagement forums is to facilitate dialogue and knowledge exchange among diverse stakeholders on topics related to gender equality, peaceful masculinities, and social justice.

At least six community engagement forums will be organized across different regions, providing a platform for discussions on gender equality, social justice, and peaceful masculinities. These forums will produce working papers summarizing key insights and actionable recommendations, while also increasing participation from local communities and marginalized groups.

The organization of the forums will be led by the “Youth Hub”, and its members will actively participate in implementation and provide sampling information for the working papers.

The forums aim to *foster understanding of gender equality at the community level, empower participants to advocate for peaceful masculinities, and build stronger partnerships among stakeholders at the grassroots level.*

Stakeholders are youth, local authorities, civil society organizations (CSOs), local activists, community members, and national media outlets will be actively involved in these forums.

Year 3

1. Youth Engagement Program

Building on the establishment of the “Youth Hub”, the Network with the leadership of the Hub will work to empower young people to become advocates for gender equality and peaceful masculinities through targeted leadership development, skill-building workshops, and active participation in community action projects. The Youth Engagement Program, implemented by the Secretariat through the Leading Team of the “Youth Hub” will deliver an impactful series of initiatives that foster young leaders’ capacity to drive change within their communities:

- Leadership workshops will be conducted, equipping participants with advocacy and communication skills tailored to addressing gender inequality and promoting peaceful masculinities.
- Youth-led service projects will be initiated, allowing participants to translate their training into practical action within their local contexts.

- Peer-to-peer mentorship opportunities to sustain engagement and knowledge transfer among youth leaders.
- Key recommendations and success stories will be documented and shared as part of a broader effort to promote replication and scale similar initiatives.

By focusing on youth as agents of change, the program aims to **create a ripple effect of awareness and activism, fostering a generation of leaders who challenge harmful gender norms and promote inclusivity**. The initiative is expected to strengthen community resilience against gender-based discrimination and violence, while also positioning the MenEngage Network as a key catalyst for youth-driven advocacy and social transformation.

The program will engage **stakeholders** such as youth participants, educational institutions, local community organizations, civil society groups, and experienced youth advocates who can serve as mentors. Media partners will also be engaged to amplify success stories and share impactful results.

2. Institutional Strengthening Initiative

To enhance the Network's and the "Youth Hub" governance structures, administrative processes, and financial management systems, ensuring long-term sustainability and effectiveness.

The Institutional Strengthening will focus on:

- Reviewing and updating organizational policies to reflect best practices and inclusivity especially in what relates to monitoring and evaluation.
- Governance structures will be refined, ensuring transparency, accountability, and effective decision-making.
- Partnerships with external experts and institutions will be established to provide technical support and enhance operational efficiency.
- Comprehensive progress reports and an updated strategic framework will be developed to guide the Network beyond Year Three.

This initiative aims to **position the MenEngage Network Lebanon, and, consequently, the "Youth Hub" as a robust and sustainable organization, capable of delivering long-term impact in advancing gender equality and social justice**. Strengthened internal systems will improve program delivery and stakeholder confidence, while increased financial resilience will enable the Network to scale its initiatives and respond effectively to emerging challenges.

Key **stakeholders** include Network and Hub teams and ambassadors/volunteers, Secretariat members, external consultants, donor organizations, and partner institutions. Additionally, members of the Advisory Board and National General Assembly will play a critical role in shaping and endorsing the institutional reforms.

Monitoring and Evaluation Framework

To ensure the success of the action plan, the MenEngage Network will implement a comprehensive monitoring and evaluation (M&E) framework. Key performance indicators (KPIs) will be developed for each activity, with regular progress assessments and feedback mechanisms. Annual reviews will be conducted to measure impact and identify areas for improvement. Below are indicative, output based indicators.

Year 1 - Outputs and Indicators

Output	Indicator
Expanding the MenEngage Network to the South West Asia and North Africa Region (SWANA)	<p>Regional Network established and operational by the end of 2026:</p> <ol style="list-style-type: none"> 1. Preparing the Foundational Documents for the Regional Network (Bylaws, Code of Conduct, Code of Conduct Complaints Committee, Privacy Policy, etc.) During the Second Half of Year 1. 2. Opening the Call for joining the Regional Network. During the First Quarter of 2026. 3. Drafting and adopting a five year Strategy for the Regional Network. During the Second and Third Quarters of 2026.
Establishment of two working groups: Fundraising Working Group and Advocacy Working Group.	Number of working groups formed and actively operational by the end of 2026. (Target: 2)
Establishing the “Youth Hub”	“Youth Hub” established and operational by the end of 2026.
Launch of a multimedia awareness campaign promoting gender equality and peaceful masculinities.	<p>Network website created.</p> <p>Number of people reached via campaign platforms (social media, events, etc.); engagement metrics such as likes, shares, and comments. (Target: TBA)</p>
Organization of training workshops for Network members focused on gender-	- Number of workshops conducted; <i>and</i>

transformative approaches and feminist principles.	- Percentage of participants reporting improved knowledge or skills. (Target: TBA)
Completion of a research study exploring gender norms and behaviors in Lebanese society.	- Delivery of a finalized research report with actionable recommendations (Target: 1) <i>and</i> - Number of stakeholders who access or utilize the report. (Target: TBA)
Evaluating the Success, Challenges and Opportunities of implementing the Strategy of the MenEngage Network Lebanon and its Action Plan	Monitoring and Evaluating Implementation. During the Fourth Quarter of 2026.

Year 2 - Outputs and Indicators

Output	Indicator
Advocacy campaign launched to promote policy changes supporting gender equality.	- Number of advocacy events conducted; <i>and</i> - number of policymakers engaged in dialogue about proposed reforms. (Target: TBA)
Development and dissemination of policy briefs targeting reforms in key gender equality areas.	Number of policy briefs developed and shared. (Target: TBA)
Strategic meetings conducted with government officials, advocacy groups, and policymakers.	Specific policy commitments or follow-ups secured as a result. (Target: TBA)
Organization of at least six community engagement forums.	Number of forums conducted. (Target: TBA)
Production of working papers summarizing forum insights and actionable recommendations.	Number of stakeholders who reference or act on the recommendations. (Target: TBA)
Development of resource mobilization plans for Network sustainability.	Completion and approval of resource mobilization plans. (Target: TBA)
Evaluating the Success, Challenges and Opportunities of implementing the Strategy of the MenEngage Network Lebanon and its Action Plan	Monitoring and Evaluating Implementation. During the Fourth Quarter of 2026.

Year 3 - Outputs and Indicators

Output	Indicator
Launch of a youth engagement program empowering young leaders to advocate for gender equality.	- Number of youth leaders participating in the program; <i>and</i> - Percentage who initiate community-led projects. (Target: TBA)
Tangible youth-led community initiatives implemented.	Number of initiatives completed (Target: TBA)
Comprehensive evaluation of all Network initiatives.	Specific recommendations integrated into future planning. (Target: TBA)
Strengthening of governance structures and administrative processes through institutional strengthening initiatives.	Network team and stakeholder satisfaction with new governance mechanisms.
Updated financial management systems and new organizational policies introduced.	Number of new policies adopted and operationalize.
Evaluating the Success, Challenges and Opportunities of implementing the Strategy of the MenEngage Network Lebanon and its Action Plan	Monitoring and Evaluating Implementation. During the Fourth Quarter of 2027.

Timeline

	Year 1												Year 2											
	<i>M1</i>	<i>M2</i>	<i>M3</i>	<i>M4</i>	<i>M5</i>	<i>M6</i>	<i>M7</i>	<i>M8</i>	<i>M9</i>	<i>M10</i>	<i>M11</i>	<i>M12</i>	<i>M1</i>	<i>M2</i>	<i>M3</i>	<i>M4</i>	<i>M5</i>	<i>M6</i>	<i>M7</i>	<i>M8</i>	<i>M9</i>	<i>M10</i>	<i>M11</i>	<i>M12</i>
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Institutional strengthening initiatives												
Updated financial management systems and new organizational policies												
Publication of a final impact report												
Monitoring, Evaluation, and Learning												