

# Man Up

## Development Project Evaluation

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### Background

During 2012, Safe Ground began considering our particular expertise in working with men in both custodial and community settings. Based on this extensive experience, our understanding is that the idea of 'masculinity' can hinder personal development and growth, leading to negative outcomes both for men as individuals and for those around them.

Often men are taught and expected to fulfil certain gender norms- across cultures, men are thought of as 'strong', 'able', unemotional and 'problem solvers'. Man Up works with groups of young and adult men in prison and out, to deconstruct some of these ideas, understand how and if these notions help or hinder relationships and begin to experience alternative perspectives and possibilities for 'being a man'.

As a result of some preliminary development work done by the Safe Ground team in collaboration with some progressive and enthusiastic senior prison managers who understood how and why the concept would be a beneficial addition to the programmes on offer in their establishments, Safe Ground was successful in a funding application to the Triangle Trust in March 2013 to further develop and trial the Man Up programme.

### Executive Summary of findings

Early indications are that the programme impacts profoundly on participants' understanding around gender norms, enhances wellbeing, and allows men to develop less 'alpha-male' attitudes (which often relate to violent responses, anti-social activities and lack of emotional engagement).

A key finding from the evaluation of Man Up has been that it is relevant, engaging, and effective with a broad range of participants, with an average **86% completion rate**. The quantitative data showed that:

- All groups reported **improved wellbeing** scores
- There was overall **positive attitudinal change**
- The two groups of young adult offenders showed statistically significant positive attitudinal change in relation to perceptions of and reaction to 'alpha' male behaviour, as well as substantial positive shifts in attitudes to aggression and towards gender equality in the role of the 'provider'
- All of the custody-based groups rated the programme above 7 / 10 in terms of considering it an **effective challenge to offending behaviour**.

*"The best thing about the course was the meaningful conversations and feeling that I could talk openly."*

**Participant, HMYOI Glen Parva**

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The trial period (April 2013 – March 2014) included:

<b>Phase 1</b> <b>April – May 2013</b> <i>Programme = 9 sessions</i>		<b>Phase 1a</b> <b>June 2013</b> <i>Programme = 9 sessions</i>	
HMP Wandsworth	11 (21+)	HMP Belmarsh	11 (21+)
HMP Belmarsh	9 (21+)	HMP Wandsworth	9 (21+)
HMP Frankland	5 (21+)	<b>TOTAL</b>	<b>20</b>
HMP Pentonville	5 (21+)		
HMP Wandsworth	8 (21+)	<b>Phase 2 development</b> <b>October 2013</b> <i>4 workshops</i>	
		Rokeby Academy	4 (13 – 14)
<b>TOTAL</b>	<b>33</b>	<b>TOTAL</b>	<b>4</b>
<b>Phase 2 validation</b> <b>Jan - March 2014</b> <i>Programme = 6 sessions</i>			
HMP/YOI Isis		10 (18 – 26)	
HMYOI Glen Parva		12 (18 – 21)	
HMP Littlehey		12 (21+)	
Evelyn Grace Academy		7 (14 – 15)	
<b>TOTAL</b>		<b>41</b>	
<b>TOTAL PARTICIPANTS INVOLVED IN DEVELOPMENT AND TRIAL OF MAN UP PROGRAMME</b>		<b>98</b>	

## **Lessons learnt**

Phase 2 of the development of Man Up saw some significant changes to the programme, based on learning from the trials and on input from partner organisations:

- Man Up reduced in length to six sessions from an original nine, creating a programme that
  - is more flexible to the operational needs of varied delivery settings
  - increases the viability of part-time delivery models
- Programme material adapted to be suitable for groups of men and young men in the community as well as in custody, in response to early indications that Man Up has a valuable role to play with young men from the age of 14 as well as with adults, enhancing engagement and participation across a range of settings
- Formal accreditation opportunity removed in favour of an informal and optional supporting workbook, due to the fact that:
  - limited contact time is better spent being focused on intensive group work
  - there are few formal educational units that directly link to Man Up programme content; attaching a tangentially related unit could undermine the integrity of the programme for participants
- Recruitment process adapted to be more effective in community settings: increased focus on thorough set up and advance planning to ensure appropriate targeting of the programme for those with the most complex needs.

### **Evaluation & Outcomes**

During Phase 2 of programme trials, following revisions to initial programme content, formal evaluation of Man Up's attitudinal impact on participants was undertaken using pre and post programme Likert scales designed to fit the programme content. Qualitative feedback was also collected from participants throughout the life of the project.

The sample size for the pre and post programme Likert scale data shown overleaf is 27 out of a possible 32 from the three custodial groups (due to incomplete or missing data from the remaining five participants). Incomplete data means that the school group is not represented in this data.

*"It makes you think about taking more responsibility, and thinking before you act. I'd heard it all before, but relating it to the future made it easier to take seriously. Yesterday there was a fight at school, and usually I'd have got involved, but I didn't this time"*

**– Man Up Participant, Evelyn Grace Academy 2014**

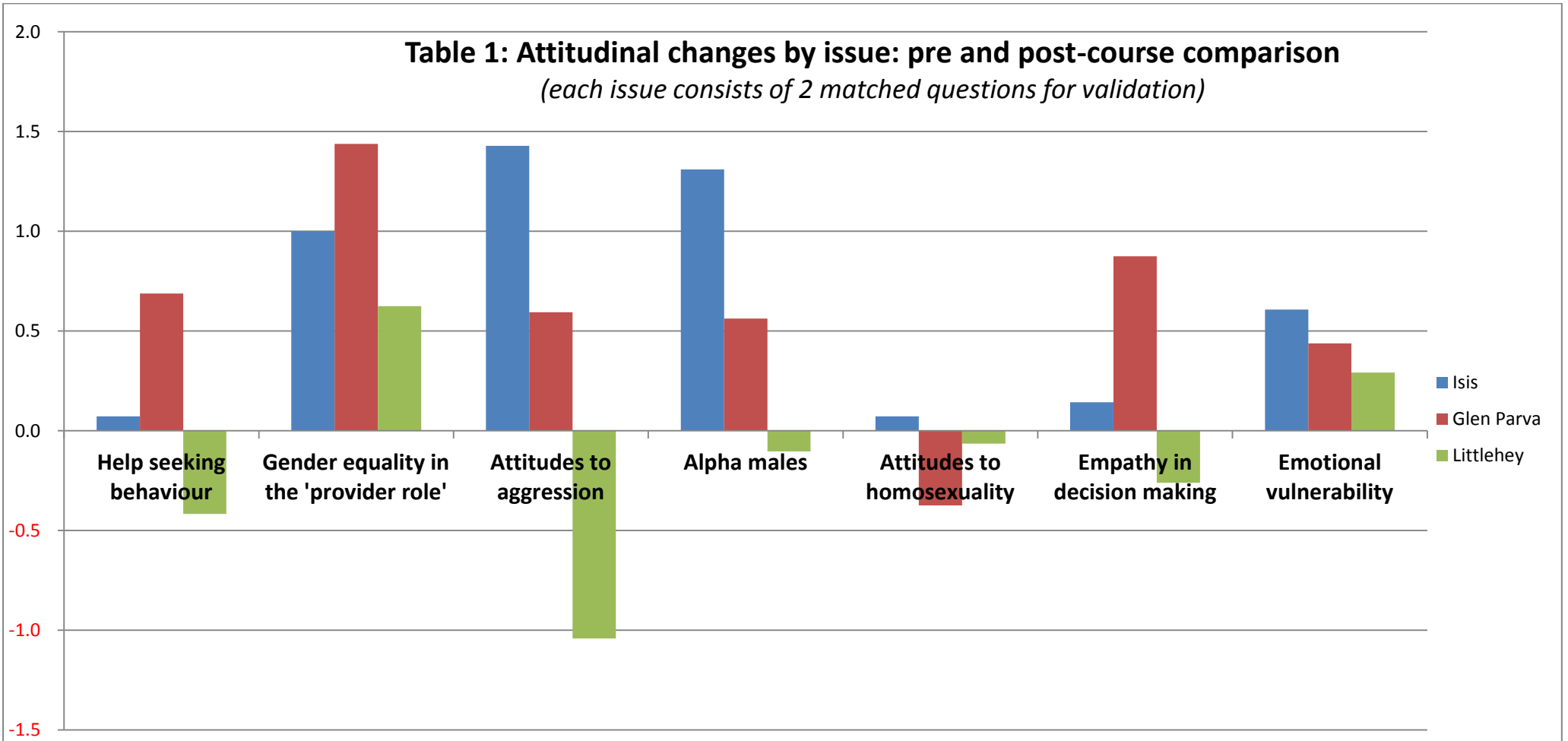
### **Data analysis & commentary**

A notable finding from the data collected is the substantial positive attitudinal shift in the two young adult groups across most areas surveyed, but particularly around perceptions of alpha male behaviour where t-testing revealed the differences to be statistically significant. Attitudes to aggression also returned a highly positive shift, close to the margin for statistical significance, as did attitudes to gender equality in the role of 'the provider', i.e. whether men should always be the family's main earner. This clearly has complex implications for boys and men and potentially contributes to a wider narrative in which men are able to see themselves and others in a more nuanced way than previously.

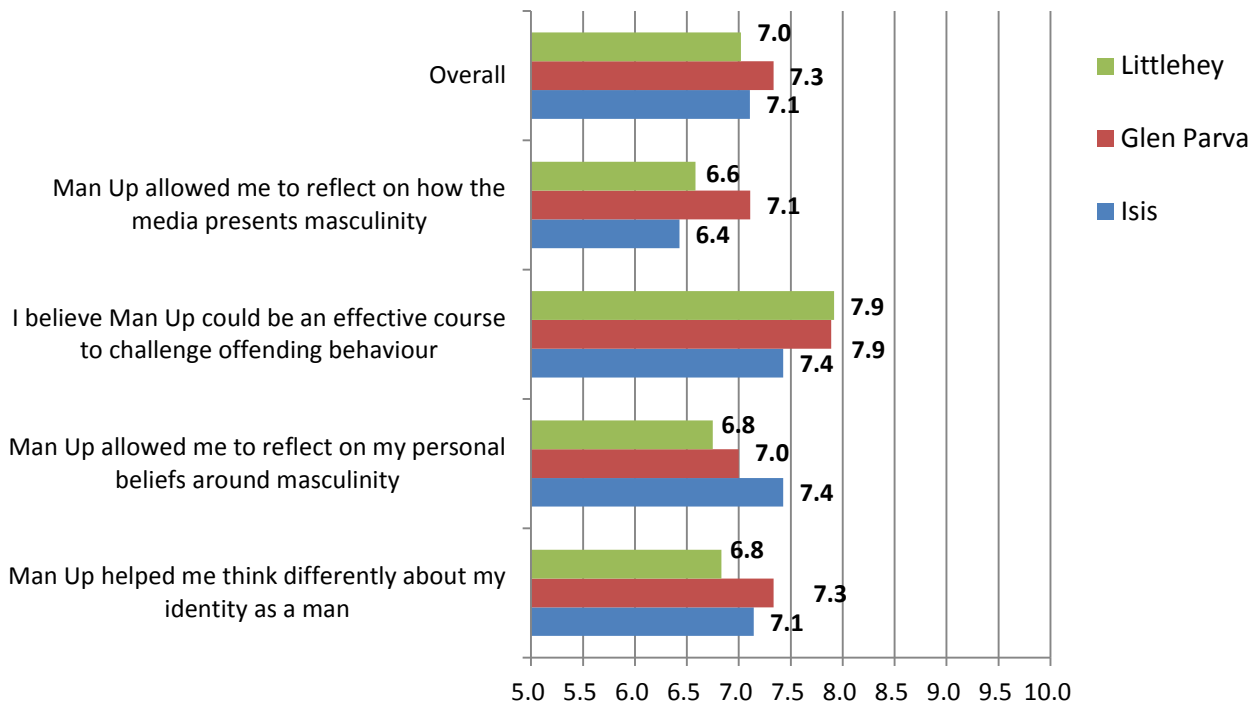
There is some variation between the two young adult groups in terms of the areas of most significant impact. The Likert questionnaires were based on a wide range of issues associated with masculinity (see **Annex A** and **Annex B** for full questionnaires), any of which can arise over the course of the programme. However, by design the programme is participant-led, so there is no guarantee that every topic covered in the questionnaires will be explored by each and every group; variations in the degree of impact on each area must therefore be expected. As a result of these findings, we will continue to revise and adapt our evaluation models, seeking to measure the most appropriate and clear outcomes across the variable groups and similarly variable focusses of work.

It is interesting to note that the Littlehey group is anomalous in terms of showing negative attitudinal change in a number of areas. One explanation for this would be that the adult group was better practised at giving the 'right' or 'required' answers in the pre-programme questionnaires than the young adults, resulting in negative change when answering more honestly after three days of intensive group work. The Littlehey group was also the only group containing a high proportion of men convicted of a sexual offence (73%). The wider evidence base suggests that this cohort tend to have different characteristics and requirements in terms of effective interventions, to the wider prison population, and therefore may be less responsive to the methodology deployed in Man Up. Safe Ground is in conversations with NOMS about the extent to which the impact of the programme may vary for this cohort.

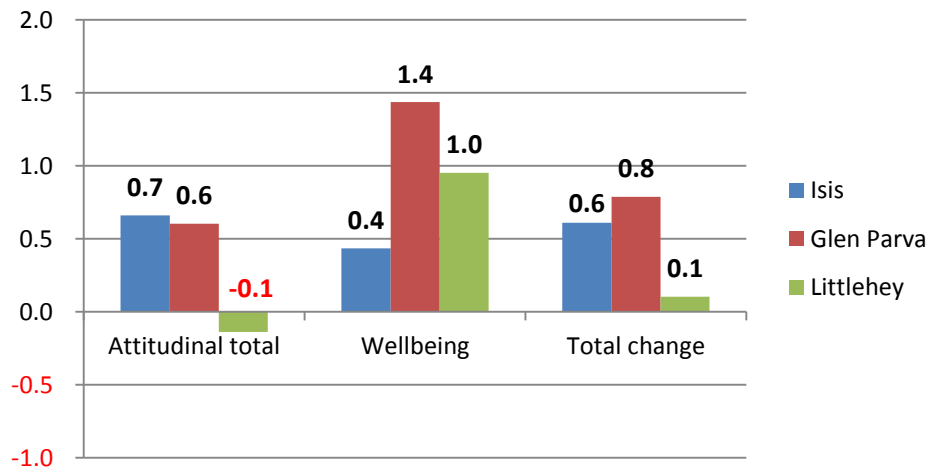
**Table 1: Attitudinal changes by issue: pre and post-course comparison**  
*(each issue consists of 2 matched questions for validation)*



**Table 2: Programme Post-Course Questions and Overall Rating**



**Table 3: Attitudinal, Wellbeing and Overall Change**



*“On the whole I think the Man Up course has the potential to be an amazing tool for rehabilitation in the long term and better behaviour and better stress management in the short term.”*

**Prison Officer, HMP Belmarsh 2013**

### **Conclusion**

We are satisfied by both programme evidence and outcomes so far, and by feedback from prisons, community delivery sites and participants, that Man Up provides an innovative opportunity for diverse groups to engage in a challenging process of reflection around difficult issues.

This development phase has demonstrated that the programme's group work structure, the use of drama techniques and participatory activity, and the strength of the group-led focus in each session all combine to lead to meaningful outcomes and potential for significant impact on a variety of life improvements.

Man Up can therefore be targeted in order to contribute to achieving a variety of outcomes including, but not limited to: positively impacting on attitudes and behaviour; enhancing awareness of gender-related issues; increasing confidence and communication skills; and improving overall wellbeing. Indeed, a positive impact on wellbeing was achieved even where negative attitudinal scores were recorded. Interestingly, despite the programme being designed with a variety of outcomes in mind, all three of the prison-based groups in Phase 2 of the project were unanimous in the opinion that Man Up's biggest impact was in providing an effective challenge to offending behaviour.

We have had to redesign various aspects of the programme during trials- a necessary and important process. We have been able to consider different elements of delivery and take into account, for example, the gender balance of facilitator teams. As yet, we have no evidence to suggest there is a significant impact on outcomes as a result of gender balance in tutor teams; however, we have had to consider the fact that it is absolutely necessary to have high quality, well trained and experienced tutors responsible for delivering Man Up. The programme demands high levels of commitment, energy, critical analysis and investment by group members, and facilitators must be willing and able to model that and to manage the dynamics of the group in which such activity occurs.

*"[Man Up] taught me about ways I should think about things and how I should act in certain situations... It helped me in terms of the way I want to be when I get out. It was a wake up call, realised I need to get a job, sort myself out. The course could help someone who wants to change – it made me reflect on myself."*

**Participant, HMP/YOI Isis 2014**

Safe Ground has come to understand the relevance of and need for regular staff training and development opportunities, especially for facilitators working around issues of identity, gender and family relationships.

This process has enabled us to think about, for the first time, our design of programmes for specific cohorts and our potential for working with men convicted of sexual offences.

It is unclear to us, as a result of the Littlehey evidence, whether or not Man Up is an appropriate programme for this group and how or why the impact looks so different. We will continue to work with NOMS to interrogate this question and to ensure we deliver the appropriate programmes to appropriate groups. We may have to learn a new set of skills in order to devise effective

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programmes for men involved in sexualised crimes and as an organisation that is a decision we will consider carefully.

At the end of this development phase, Man Up is now ready for commission and delivery. In addition to these trials, train the trainer sessions ran at two points during the project, working with 23 professionals from a range of organisations including the Safer London Foundation, Working with Men, HMP Cardiff, Southwark YOS, YMCA and Kids Company.

Over the course of the development period, a programme manual (including session plans and guidelines) has been written, a participant workbook (optional) produced, and a delivery model and pricing structure established in order to ensure long term sustainability of the programme.


Safe Ground will offer both train the trainer and direct delivery models, and in both cases will provide high quality training to relevant facilitators in order to ensure that the gender and identity work that underpin the programme are delivered with clarity and purpose, as well as ongoing quality assurance and evaluation support in all sites.

**Annex A: Man Up Pre-Course Questionnaire**

Thank you for taking part in Man Up. As you know, this is a trial and we need your honest feedback to help us to develop and improve the programme. Your responses are anonymous but we need to be able to match your pre-course and post-course questionnaires.





Please enter your favourite colour and your favourite animal. You will need to enter the same information at the end of the course so please remember your choices.

<b>Favourite Colour:</b>		<b>Favourite Animal:</b>	
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<b>Section 1</b> Please CIRCLE the number that shows how much you agree or disagree with the following statements. <i>Strongly Disagree =1 and Strongly Agree = 10</i>										
	Strongly Disagree  Strongly Agree									
<b>It's important for a man to act like nothing is wrong, even when something is bothering him</b>	1	2	3	4	5	6	7	8	9	10
<b>A man should be the main provider for his family</b>	1	2	3	4	5	6	7	8	9	10
<b>A man who walks away from a fight looks weak</b>	1	2	3	4	5	6	7	8	9	10
<b>Being an alpha male is a good thing</b>	1	2	3	4	5	6	7	8	9	10
<b>If my friend told me he was gay, it wouldn't affect our friendship</b>	1	2	3	4	5	6	7	8	9	10
<b>It's important for a man to go after what he wants, even if it means hurting other people's feelings</b>	1	2	3	4	5	6	7	8	9	10
<b>When I'm angry with someone, I usually try to "put myself in their shoes" before reacting</b>	1	2	3	4	5	6	7	8	9	10



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Section 2										
Please CIRCLE the number that shows how much you agree or disagree with the following statements.										
<i>Strongly Disagree =1 and Strongly Agree = 10</i>										
If a man tells people his worries, he will look weak	1	2	3	4	5	6	7	8	9	10
I would feel embarrassed if my friends saw me cry	1	2	3	4	5	6	7	8	9	10
Stay at home dads are less respected than men who go to work	1	2	3	4	5	6	7	8	9	10
If I'm sure I'm right about something, I don't waste much time listening to other people's arguments	1	2	3	4	5	6	7	8	9	10
Alpha males are more attractive to others	1	2	3	4	5	6	7	8	9	10
It's embarrassing for a man when he needs to ask for help	1	2	3	4	5	6	7	8	9	10
A homosexual man can be as good a father as a heterosexual man	1	2	3	4	5	6	7	8	9	10
Section 3										
Overall, how satisfied are you with your life nowadays?	Not at all satisfied  Very satisfied									
	1	2	3	4	5	6	7	8	9	10
Overall, to what extent do you feel that the things you do in your life are worthwhile?	Not at all worthwhile  Very worthwhile									
	1	2	3	4	5	6	7	8	9	10
Overall, how happy did you feel yesterday?	Not at all happy  Very happy									
	1	2	3	4	5	6	7	8	9	10
Overall, how anxious did you feel yesterday?	Not at all anxious  Very anxious									
	1	2	3	4	5	6	7	8	9	10

THANK YOU

**Annex B: Man Up Post-Course Questionnaire**



Thank you for taking part in Man Up. As you know, this is a trial and we need your **honest** feedback to help us to develop and improve the programme. Your responses are anonymous but we need to be able to match your pre-course and post-course questionnaires.

Please enter your favourite colour and your favourite animal. Please enter the **same colour and animal** as you did at the **beginning** of the course.

<b>Favourite Colour:</b>		<b>Favourite Animal:</b>	
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<b>Section 1</b> <b>Please answer the following questions:</b>
I think the length of the course was:  too short / just right / too long
I think the size of the group was:  too few / just right / too many
What parts of the course did you find most enjoyable or useful?
Which parts of the training did you like least and why?
How do you think Man Up could be improved as a course?
How do you think Man up could be useful to you in the future

# SAFE GROUND

Section 2										
Please CIRCLE the number that shows how much you agree or disagree with the following statements.										
<i>Strongly Disagree =1 and Strongly Agree = 10</i>										
	Strongly Disagree  Strongly Agree									
Man Up helped me think differently about my identity as a man	1	2	3	4	5	6	7	8	9	10
Man Up allowed me to reflect on my personal beliefs around masculinity	1	2	3	4	5	6	7	8	9	10
I believe Man Up could be an effective course to challenge offending behaviour	1	2	3	4	5	6	7	8	9	10
Man up allowed me to reflect on how the media presents masculinity	1	2	3	4	5	6	7	8	9	10
Section 3										
Please CIRCLE the number that shows how much you agree or disagree with the following statements.										
<i>Strongly Disagree =1 and Strongly Agree = 10</i>										
	Strongly Disagree  Strongly Agree									
It's important for a man to act like nothing is wrong, even when something is bothering him	1	2	3	4	5	6	7	8	9	10
A man should be the main provider for his family	1	2	3	4	5	6	7	8	9	10
A man who walks away from a fight looks weak	1	2	3	4	5	6	7	8	9	10
Being an alpha male is a good thing	1	2	3	4	5	6	7	8	9	10
If my friend told me he was gay, it wouldn't affect our friendship	1	2	3	4	5	6	7	8	9	10
It's important for a man to go after what he wants, even if it means hurting other people's feelings	1	2	3	4	5	6	7	8	9	10

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When I'm angry with someone, I usually try to "put myself in their shoes" before reacting	1	2	3	4	5	6	7	8	9	10
<b>Section 4</b> Please CIRCLE the number that shows how much you agree or disagree with the following statements. <i>Strongly Disagree =1 and Strongly Agree = 10</i>										
If a man tells people his worries, he will look weak	1	2	3	4	5	6	7	8	9	10
I would feel embarrassed if my friend saw me cry	1	2	3	4	5	6	7	8	9	10
Stay at home dads are less respected than men who go to work	1	2	3	4	5	6	7	8	9	10
If I'm sure I'm right about something, I don't waste much time listening to other people's arguments	1	2	3	4	5	6	7	8	9	10
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It's embarrassing for a man when he needs to ask for help	1	2	3	4	5	6	7	8	9	10
A homosexual man can be as good a father as a heterosexual man	1	2	3	4	5	6	7	8	9	10
<b>Section 5</b>										
Overall, how satisfied are you with your life nowadays?	Not at all satisfied  Very satisfied									
	1	2	3	4	5	6	7	8	9	10
Overall, to what extent do you feel that the things you do in your life are worthwhile?	Not at all worthwhile  Very worthwhile									
	1	2	3	4	5	6	7	8	9	10
Overall, how happy did you feel yesterday?	Not at all happy  Very happy									
	1	2	3	4	5	6	7	8	9	10
Overall, how anxious did you feel yesterday?	Not at all anxious  Very anxious									
	1	2	3	4	5	6	7	8	9	10

**THANK YOU**