



# MenEngage Europe

## Consultancy opportunity

**For a consultancy to survey, propose, develop and initiate an appropriate Institutional Development and a Fundraising and resource mobilisation strategy for the future of MenEngage Europe**

September 2018

## Terms of Reference

### Introduction

MenEngage Europe (MEE) is one of six regional networks within the MenEngage Global Alliance, working feminist-informed, human-rights based and gender-transformative with men and boys to advance women's rights and gender justice for all, promote health and well-being and address gender-based violence and discrimination by challenging structural barriers to women's rights and gender equality.

The MEE network brings together more than 60 European civil society organisations as well as individual members across 28 countries. Member organisations are committed to engaging men and boys in promoting gender justice and positive masculinities and must adhere to the MenEngage Global Alliance's core principles, including taking a human rights perspective and engaging as allies to organisations working for the rights of women and children.

Despite marked progress in recent decades, significant structural barriers remain to gender justice, women's rights and ending child abuse. MEE aims to address these barriers by working with men and boys. This follows a growing recognition over the past decade of the need to engage men and boys in violence prevention, women's rights and gender justice for everyone. In partnership with women's rights and gender justice activists and organisations (with many of them as our members), MEE, as part of the MenEngage Global Alliance, seeks to add value to existing initiatives by bringing to the fore the relevance of transforming masculinities and engaging men and boys in this work.

We acknowledge the societal challenge that gender norms and social constructs around masculinities are at the root of gender-based discrimination and violence and we base our work on the assumption that mobilising men and boys at large scale has significant transformative potential to contribute to the elimination of root causes of gender inequalities and abuse. This is to be done through the building of a rights-based network, committed to working as allies with women's rights organisations, their networks and gender- and social justice movements, to ensure the physical, social, economic and political rights and wellbeing of women and girls, as well as men and boys. Transformative work with men and boys also indirectly contributes to women's organising and movement building by reducing resistance to the work for women's rights and the fight against gender-based violence.

Many MEE members are engaged in preventive efforts to address the root causes of gender inequality and violence, including GBV, child abuse and intra-familial violence.

While there is an increased interest in engaging men and boys in gender justice work and the number of programmes, projects and organisations in this field is growing, there is need for critical voices, collaboration and accountability structures that support - and protect - movement building in the desired direction. A structurally and organisationally strong network is crucial to enable adequate accountability within the field, and to improve the field of practice around feminist-informed engaging of men and boys in addressing the root causes obstructing gender justice. A more active and unified network will create a platform for stronger advocacy on issues including: GBV prevention and working with perpetrators, reducing sexual abuse of children; fostering involved fatherhood and caring masculinities, but also addressing gendered economic-, leadership- and other injustices resulting from prevailing patriarchal processes.

With the increased attention in this field and the steady spread of its membership, MEE is currently in a unique position as a feminist-informed pan-European network to work on advocacy, coalition-building, joined campaigns, communications and training on issues relating to working with men and boys for gender justice. However, the opportunity for the network to reach its full potential for innovative collaborations, scalable projects, adequate systems of accountability and internal democratic processes, is restricted by its dependence on the limited time and resources volunteered by member organisations and individuals.

### **A consultancy to strengthen our work in a democratic, transparent and accountable manner**

MenEngage Europe is hiring consultants for:

1. **Institutional Development and Organisational Strengthening (ID/OS)**  
and
2. **Development of a Fundraising and Resource Mobilisation Strategy**

Based on the review and revision of our existing multi-year strategic choices and vision and mission at the forthcoming members meeting (October 2018), the consultants will assist MenEngage Europe (MEE) to further develop a strategy and trajectory for the Institutional Development and Organisational Strengthening (ID/OS) of the alliance in Europe and design a Funding Strategy and plan to implement these processes in the coming years.

The consultancies are required on a short term, starting in October 2018 and to be completed by early 2019, as the funding made available by OAK foundation to facilitate this process are limited and cover expenses up to March 2019.

### **Overview of the assignment**

The MenEngage Europe Steering Committee (MEE SC) seeks professional advice and assistance in the process of moving forward from a period of coordinating and facilitating MenEngage Europe as a rather informal network, based on voluntary labour, without a formal institutional structure, a legal entity, or transparent and inclusive democratic decision-making structures. We thus want to contract a consultant/team of consultants to survey, study and advise us on our best way forward to address **our strategic, institutional as well as financial needs on both the short and longer term**, facilitating the next steps in our institutional development process.

Given that the ID/OS development process and developing a funding/resource mobilisation strategy that will support that process are interlinked, while each of these fields requires different expertise, MEE will give preference to a small consultants' team that can jointly undertake the assignment, covering both requirements.

**The consultant/s will review the existing MEE multi-year strategy and adopted vision and mission and its alignment with the MenEngage Global Alliance strategy and mission, as well as the internal**

**MEE SWOT analysis of 2017, and subsequently focus on 1) updating and revising the MEE strategy and 2) developing a practical trajectory for the future short and longer term institutional development of the network**, using, among others, MEE history documents, a desk research of existing (feminist-informed) institutional models for networks, as well as interviews with key informants both in- and outside MenEngage Alliance and other relevant feminists' and social change networks. The consultants will also address organisational strengthening of MEE, reviewing inclusivity of the membership-base issues, decision-making processes and professionalising the coordination of the work that members jointly undertake, for which MEE has developed basic house rules, to be endorsed by the membership meeting in October 2018.

**The second task of the consultant/s is to assist in developing a fundraising and resources mobilisation strategy to sustain our work beyond short term and ad-hoc project financing and to contribute to securing funding for the next phase of our institutional development.**

### About MenEngage Alliance

MenEngage Alliance is a global network of over 700 civil society organisations across 70 countries, working individually and collectively to dismantle patriarchy and unequal power relations by engaging boys and men, together with women and girls and people of diverse gender identities, towards achieving gender justice. The Alliance is currently organised in 40 country- and 6 regional networks. The Alliance is a decentralised network linking local, regional and global initiatives, campaigns, activism and advocacy for intersectional gender and social justice, supported by a Global Secretariat (MenEngage Global Alliance) based in Washington DC (USA).

MenEngage Europe is the European regional network of the Alliance, with 60 institutional as well as some individual members in 28 countries, with some countries forming sub-regional groupings, or considering (potential) country networks.

MenEngage Alliance members, globally and in the different regions, work collectively and individually to advance gender justice, human rights and social justice towards achieving a world in which all can enjoy healthy, fulfilling and equitable relationships and their full potential. Our vision is *"A world where all people are equal and free from discrimination, and in which gender justice and human rights are recognized, protected and promoted."*

Our mission: *"MenEngage Alliance works to transform unequal power relations and patriarchal systems by:*

- *Transforming masculinities*
- *Working with men and boys through intersectional feminist approaches*
- *Building inclusive Alliances from local to regional to global levels*
- *Fostering joint actions in partnership with women's rights, gender- and other social justice movements".*

MenEngage Alliance seeks to provide a collective voice on the need to engage men and boys in gender justice, to build and improve the field of practice around engaging men in achieving gender justice and to advocate our principles and practices before policymakers at the local, national, regional and international levels. MenEngage Alliance is comprised of organisations working for women's rights, LGBTIQ+ rights, sexual and reproductive health and rights, children and youth, gender- and social justice, as well as activists and practitioners from across various sectors addressing gendered social-, economic-, environmental- and other injustices.

## Summary of the assignment

MEE envisions that the consultancy should provide answers and inputs to the following questions: Based on a review of the existing MEE multi-year strategy and our adopted vision and mission, as well as the alignment with the MenEngage Global Alliance strategy and mission, our draft 'house rules', our internal SWOT analysis and new inputs from the MEE members meeting in Vienna (18-20 October 2018) as well as interviews with MEE stakeholders:

1. What revision and adaptation of our prevailing vision, strategy and concrete plans is required to reflect the changes in the European and global contexts, as well as the MEE members' views, capacities, opportunities and contributions?
2. What kind of network structure and operational modus would best serve present (and potential) members' vision, mission, strategy and practical needs in Europe while adhering to the core principles of the Alliance internationally?
3. Based on where we are today and given the resources at hand: how can we move in the direction outlined in our (adapted) multi-year strategy? What steps should be taken first? What are the prioritised actions? How is this aligned with the overall strategy of MenEngage Global Alliance?
4. Given these realities: what resources do we need and what strategy for fundraising and financing of MenEngage Europe will suit us on the short and longer term?

## Scope of work for the consultancy

MenEngage Europe stands at a crossroads: it is broadening, not only in coverage of countries, but also in the diversity of its initiatives and requests it is receiving from other organisations. Until now, MenEngage Europe has worked based on voluntary labour, be it that some of the members have permission from their institutional employers to spend time on MenEngage Europe activities. Some member organisations have jointly received funding for short term projects, from which MenEngage Europe could directly or indirectly benefit in its coordination work.

At present MenEngage Europe is organisationally hosted and co-coordinated by MÄN (Sweden) and Emancipator (The Netherlands), with a self-appointed Steering Committee (SC) of 11 members from 9 countries. Until this year MenEngage Europe has had no paid secretarial staff time or office facilities. Though this has had the benefit of being independent of any funding agency, and not having to deal with institutional issues and expenses, it has also resulted in a heavy work load on Steering Committee members and coordinators, and very limited inclusion of non-SC members in decision MEE making processes, while limiting the scope to broaden the European network to covering more countries and a greater diversity of member organisations. Starting August 1<sup>st</sup>, 2018, a MenEngage Europe secretariat is hosted by MenEngage Europe co-coordinator organisation Emancipator, in The Netherlands, under a short-term funding arrangement.

The MenEngage Europe Steering Committee is taking an open and inclusive approach, wishing to fully engage its members, potential members, women's rights organisations and other allies and stakeholders (including potential funders) in the decision-making process about its future. In this process we require the assistance of consultants to help us revise our agreed goals and strategies, reviewing how these fit in the broader scheme for social change towards gender- economic-, environmental- and social justice, and subsequently advise us, which institutional format and structure will best support us in that process. We wish to be professionally supported to delve into internal and external perspectives: the network's present mission and goals and needs of Steering Committee members, institutional and individual members, potential members and partners; and the needs of those partners and others who ultimately benefit from the work we do.

**As a network we adhere to feminist principles in our work on engaging men and boys in gender justice and we want to be and remain accountable to women's rights and feminist-gender/social justice movements, hence we also want our institutional development to reflect such feminist**

**institutional, management and decision-making principles and expect the consultant/s to take this perspective into account.**

### **Methodology and Deliverables**

Given the time frame we are in, we require concrete inputs from the consultants to make the next steps. We therefore need to have a long-term vision for our institutional development, but also a short-term strategy/trajectory to start and continue working in that direction. We need short-term fundraising to be able to continue this process after March 2019 (the end of our present funding) and we need a fundraising strategy that will help us secure long-term and sustainable funding and (self-) financing.

Our needs are big and comprehensive, yet the time and budget available for this consultancy is limited. We therefore need to discuss and negotiate with the selected candidate consultants what is achievable given our needs and the time and funding available.

Concretely the methodology will include:

1. Documents review, (documents to be provided by MenEngage Europe Steering Committee) including: the present MEE Strategic Plan as well as the MenEngage Global Alliance approved strategic plan; MEE annual plans and reports; reports of Steering Committee meetings and other key events; documents already developed by the Steering Committee with respect to (the need for and options to be considered for) institutional development, house rules, Steering Committee election, etc.
2. Key stakeholder interviews, including all present (founding) Steering Committee members; a selection of MEE members as well as feminist, women's rights and relevant other social change partner organisations in Europe; representatives from other global MenEngage Regional Networks and the MenEngage Global Alliance and if feasible potential funding agencies;
3. Attending (part of the) the MenEngage Europe forthcoming members meeting in Vienna 18-20 October 2018, to understand the dynamics and strategic and other topical discussions within the network, read the pulse of the membership and issues at stake and to be introduced to the members;
4. Attending a MenEngage Europe Steering Committee (newly elected at the members meeting) skype meeting, as an opportunity to have key stakeholders together and understand and raise issues of both content (mission, goals and strategy) and institutional development concern in the network;
5. Preparing (documenting) two or maximum three concrete options for short and longer institutional development for MenEngage Europe, each with their pros and cons, based on which MenEngage Europe can decide;
6. Presenting these options at a moment to be determined early 2019;
7. Developing a fundraising and resources mobilisation strategy, models of proposals and a list of potential donors for this work.

The report/presentation/proposals shall be written in English.

### **Reporting and Communication**

Throughout the process, the consultants will remain in frequent contact with the MenEngage Europe Steering Committee, for this purpose represented by Jan Reynders, to report on progress and request any information or support needed.

### **Institutional Development & Fundraising Strategy consultants' qualifications**

A team of qualified consultants, with complementary skills and experience in network development is sought to undertake the assignment.

Expected qualifications include:

- Academic and at least 5 years of professional background and experience in the fields of institutional development of social change networks and network organisation strengthening;
- Experience in fundraising and resource mobilisation strategies and in financing of social change initiatives in the socio-political realities of Europe;
- Proven knowledge, experience in and commitment to feminist organisational and management structures.
- Preferably with some experience in advocacy and programme development to better understand the nature of our work;
- Experience working with regional and/or global social change networks or alliances.

We welcome proposals from consultants that address the combined and related needs for ID/OS and Fundraising strategy development and whose background represents the diversity of the realities of Europe.

### **Timeline, resources and application**

We estimate that the Institutional Development/Fundraising Strategy development consultancy will require a total of 28 working days.

The consultancy must be completed by March 2019 but the Fundraising strategy (preferably) by December 2018.

We invite consultants/teams, covering both requirements, to express their interest in the assignment by sending an e-mail latest **by October 3<sup>rd</sup>, 2018** to the MenEngage Europe secretariat (attention of Floor van Schagen, Regional Secretariat Project Officer): [menengageeurope@emancipator.nl](mailto:menengageeurope@emancipator.nl), with the subject line: **MenEngage ID/OS & Fundraising Strategy Consultancy**, including a letter of motivation and interest, expected consultancy fees, detailed curriculum vitae for each team member, and a draft outline for the consultancy of maximum two pages.

Latest by October 10<sup>th</sup>, 2018, the candidates' selection will be concluded, and candidates will be informed. The consultants are expected to be available to attend the MenEngage Europe Members meeting in Vienna 18-20 October 2018.