



EUROPEAN WOMEN'S
LOBBY
EUROPEEN DES FEMMES

Call for applications

External Consultant(s) to support the review of the European Women's Lobby's Statutes and Internal Rules

The European Women's Lobby (EWL) is looking for an external consultant or a team of external consultants¹ to work with the EWL **to support the process to review the Statutes and Internal Rules of the European Women's Lobby.**

The **European Women's Lobby (EWL)** is the largest umbrella organisation of women's associations in the European Union, gathering over 2000 women's associations. The EWL has members in 26 EU Member States, three Candidate Countries (North Macedonia, Serbia, Turkey), the United Kingdom and Iceland, as well as 17 European-wide organisations, representing the diversity of women and girls in Europe. Together with our members, the EWL campaigns for a feminist Europe, which promotes women's rights and equality between women and men in the European Union in line with our organisational strategic framework "[Together For A Feminist Europe!](#)".

The EWL carried a review of its Statutes and Internal Rules in 2012-2013. The General Assembly adopted EWL's [current Statutes](#) in 2013, and the Board of EWL approved the [current Internal Rules](#) in 2014. In 2018, the Board of EWL and the General Assembly agreed that EWL will in 2019 'Initiate a discussion and process on amending EWL's statutes or internal rules' and this was reiterated in EWL 2020 and 2021 work programmes, with the aim of amending EWL's statutes and/or internal rules for the **General Assembly in mid-2022.**

To support the EWL in the modification of its Statutes and Internal Rules, EWL is following a three-stepped process to ensure deep reflection and engagement with all EWL members and staff:

- **Phase 1:** in consultation with members and staff, define the **purpose and principles of EWL's governance;**
- **Phase 2:** in consultation with members and staff, develop **EWL's revised governance model and ways of working together**, based on the agreed purpose and principles;
- **Phase 3:** in consultation with members and staff, with the support of a lawyer, translate the agreed governance model, ways of working together, purpose and principles into revised EWL **Statutes and Internal Rules** aligned to the Belgian code for companies and associations, for approval by the General Assembly in June 2022.

The EWL Statutes Review Committee (composed of 5 Board Members) and the EWL Secretary General is looking for **an external consultant or a team of external consultants to facilitate phase 1 and phase 2 of the Statutes review process**, between **January 2021 and February 2022**, through a combination of designing and implementing consultations of members and staff, reviewing existing reflections on EWL's governing structures, facilitating engagement and meetings, producing draft

¹By external, we mean the consultant(s) cannot be current EWL Board Members, Executive Committee members nor staff. However, applications from individuals affiliated to EWL member organisations are welcomed.



proposals in consultation with members, and presenting to the EWL Board and General Assembly.

As an inclusive feminist organisation, we are seeking to build an organisation that represents Europe in all of its diversity. We believe candidates with diverse experiences and backgrounds bring real added value to our existing feminist culture. As such, we strongly encourage applicants from under-represented and marginalised groups, sexualities or nationalities to apply: for example, candidates from ethnic minority groups, people with disabilities, people with caring responsibilities, etc.

HOW TO APPLY

Please provide the European Women's Lobby with a detailed CV (or CVs) and a proposal for how you would carry out this work. **You need to send your application via email to Stephanie Yates at yates@womenlobby.org by 18h00 CET on 11 January 2021** (this deadline was originally 13 December but was extended).

The **proposal** should be no more than 6 pages and should reflect on the proposed framework and tasks for the consultant proposed in this document, demonstrating experience and examples of the competences outlined under profile of the consultant(s). The applicants should cite at least 3 examples of participatory governance/statutes review processes that they have led with transnational civil society structures. We welcome applicants' ideas for alternative ways of working and process in the review of our Statutes based on your experience and expertise. The proposal should also indicate any support or engagement required from the EWL Secretariat where appropriate.

The **maximum total budget** for the entire process is **€13,000**, and this budget must include all the taxes and administrative costs required in the country the consultant(s) is/are based in or where their consultancy is registered, as well as the 21% VAT that EWL has to pay. Applications should include the number of days required for each activity and the daily rate (more information under point 6).

Timeline:

- 11 January 2021 by 18h00 CET: Deadlines for applications (*extended deadline*)
- 14 January 2021: Interviews with shortlisted applicants
- 15 January 2021: Selection of consultant(s)
- Mid-January 2021: Contract and Terms of Reference agreement

Shortlisted applicants should be available for a telephone interview with an EWL staff member and a member of the Statutes Review Committee on 14 January 2021.

Coordinator: Joanna MAYCOCK, Secretary General, European Women's Lobby

Contact: Stephanie Yates, Membership and Governance Coordinator, European Women's Lobby



1. Background: Process so far

EWL started the process of reviewing its Statutes and Internal Rules in 2018. The Board of EWL appointed a new Statutes Review Committee at the Board meeting of June 2018, whose first tasks in 2018 and 2019 were mainly focused amending EWL's internal rules to clarify rules for the elections of the Board, Executive Committee and President of EWL. In 2020, the Statutes Review Committee reflected on the process to propose for the review of EWL's Statutes. This was in part based on the reflections and inputs from members and staff gathered during the 2019 review of EWL's current Strategic Framework ["Together for a Feminist Europe", which operates from 2016-2020](#).

In 2020, EWL has been working with members and staff to develop its new Strategic Framework for the period 2021-2024, for adoption at EWL's General Assembly in June 2021. Through the consultation process and meetings with members and staff, EWL has gathered further inputs and reflections regarding EWL's governance structures and ways of working, which needs to inform the review of EWL's Statutes and Internal Rules.

In 2020, EWL has also been consulting with a Belgian lawyer regarding the new Belgian code for companies and associations, which brings in a number of changes for the functioning for Belgian associations such as the European Women's Lobby (which holds the status of Association International Sans But Lucratif).

Principles for the review of EWL's governance:

- a) EWL members should be at the heart of the Statutes review process.
- b) The process is as important as the 'end product'. We want a process that is participatory and efficient, builds confidence, and enhances the collective and effective governance of EWL.
- c) EWL's [Mission, Vision and Values](#) should be at the heart of the Statutes review and **feminist principles** must underpin the purpose, principles, model and ways of working of EWL's governance.
- d) The process should include reviewing and building on the reflections and inputs from the review of the current Strategic Framework and the development of the next Strategic Framework.
- e) The reflection must include lessons learnt from the COVID-19 pandemic and its impact on EWL's ways of working, as well as the legal context for Belgian NGOs.

2. Tasks and timelines

2.1 Tasks to be conducted by the consultant(s)

The tasks listed below are indicative and provide ideas of activities to undertake for the process. We welcome applicants' ideas for alternative ways of working and tasks to carry out in the Statutes review process based on your experience and expertise.

- **Design and coordinate a process** for working with members to agree the purpose and principles of EWL's governance, the governance model and ways of working with the EWL Statutes Review Committee and the EWL Secretariat, with input from the Executive Committee.



- **Work with EWL's Statutes Review Committee to coordinate the process** and drafting of documents. This will include at least five online meetings of two hours and written exchanges between January 2021 and February 2022.
- Review inputs from members and staff related to EWL's Statutes and governance gathered through the review of EWL current Strategy and development of EWL's next Strategic Framework, to inform the consultation process.
- Design and facilitate a workshop with the Board of EWL (41 members) at a **Board meeting** in February 2021 (online), including planning the session, delivering the workshop and writing report from the discussions. This session will include a presentation of the process for the review.
- Carry out a **consultation with EWL members and staff** on the purpose and key principles for EWL's governance (underpinned by feminist values) and produce analysis report.
- Based on analysis and reflections gathered, **consult with the Statutes Review Committee, Executive Committee and staff**, to support the development of the draft documents.
- Produce draft **document with purpose and principles of EWL's governance**, to be approved by the General Assembly in June 2021.
- Prepare a session for the **General Assembly 2021**, including presentation of the purpose and principles of EWL's governance for approval by the GA, and a discussion on governance models and ways of working (to start phase 2).
- Carry out a **consultation process with EWL members and staff** on EWL's governance model and ways of working, including on key aspects of how the governance functions and on solutions to existing and (un)foreseen challenges, all of which should be based on the agreed purpose and principles.
- Based on analysis and reflections gathered, **consult with the Statutes Review Committee, Executive Committee and staff**, to support the development of the draft documents.
- Produce a **document with the draft governance model and ways of working**, to be presented for discussion and approval at an **EWL Board Meeting** in February 2022. This document will form the foundation for a lawyer to revise the EWL Statutes and Internal Rules, aligning it to the new Belgian Code for Companies and Associations.
- Produce a summary document with reflections on the process and outcome for phase 1 and 2 of the Statutes review process.

The Secretary General, with other members of the EWL Secretariat, will be actively involved in the process, and will support the engagement of the members and governing bodies, including the Statutes Review Committee and the Executive Committee. This will require regular meetings and exchanges with the Secretariat. The consultant(s) will work from their own office/home but must be available/willing to travel to EWL office in Brussels for meetings when the public health situation allows it and when required, and to the General Assembly and/or Board Meetings if required.



2.2 Key dates in proposed timeline for phase 1 & 2 of Statutes review

The tasks listed below are indicative and provide ideas of activities to undertake for the process. We welcome applicants' ideas for alternative ways of working and tasks to carry out in the Statutes review process based on your experience and expertise.

Date	Activity
11 January 2021	Deadline for consultants' applications
Mid-January 2021	Selection of consultant and processing of contract agreement and ToR between EWL and the appointed consultant(s)
Second half of January 2021	Start of contract and tasks Briefing, consultation and design process for the Statutes review
January/February 2021	Meeting #1 with Statutes Review Committee and EWL staff
February 2021	EWL Board meeting: discussion on process for review and on purpose and principles
February 2021	Meeting #2 with Statutes Review Committee and EWL staff
March 2021	Consultation with EWL members and staff and produce analysis (for phase 1)
April 2021	Consultation (workshop or other) with the Executive Committee and staff
May 2021	Meeting #3 with Statutes Review Committee and EWL staff
20 May 2021	Produced draft documents on purpose and principles of EWL's governance
4-6 June 2021	EWL General Assembly: approval of purpose and principles document & facilitate session to feed into phase 2
July 2021	Meeting #4 with Statutes Review Committee and EWL staff
July – September 2021	Consultation with EWL members and staff and produce analysis (for phase 2)
September – November 2021	Consultation (workshop or other) with the Executive Committee and staff
September – November 2021	Meeting #5 with Statutes Review Committee and EWL staff
December 2021 – January 2022	Produce draft document on EWL's governance model and ways of working
February 2022	EWL Board Meeting: approval of draft governance model and ways of working
End of February 2022	Closing of the contract: Evaluation, report and recommendations
<i>FYI _ GA 2022</i>	<i>The General Assembly approves new EWL Statutes and Internal Rules</i>



3. Results and Deliverables

The following are the expected results and deliverables for this project, which will be agreed in more detail with the appointed consultant(s) based on their proposed process.

3.1 Results

- The members and staff have participated in defining and agreeing the **purpose and principles of EWL's governance**;
- Based on the agreed purpose and principles, **EWL's revised governance model and ways of working together** have been developed and approved in consultation with members and staff

3.2 Deliverables

- Proposed design plan for phase 1 and 2 of the Statutes Review process, which should be updated when needed, and will include guidelines for consultation and engagement.
- Report summarising key input on EWL's governance from the review of the EWL Strategic Framework and the development of the next Strategic Framework, with initial reflections and key questions.
- Facilitation plans for workshops or meetings with the EWL Board, Full Members, Executive Committee, Statutes Review Committee and staff.
- Reports from workshops with the EWL Board, Full Members, Executive Committee and staff.
- Online survey questionnaires for phase 1 and phase 2.
- Report summarising the responses to the online questionnaires, with analysis and reflections for phase 1 and phase 2.
- A document with the purpose and principle for EWL's governance, based on consultation with the EWL membership and staff, that is approved by the EWL General Assembly.
- A report from the discussion at the EWL General Assembly 2021 on the governance model and ways of working.
- A document laying out EWL's governance model and ways of working, based on consultation with the EWL membership and staff, that is approved by the EWL Board and which will form the basis for the legal translation into Statutes and Internal Rules.
- An end of contract report with reflections and recommendations from the process and outcomes of phase 1 and 2.

4. Duration and reporting of the project

The project will have a duration of 13 months, starting in January 2021 and ending by end of February 2022. Based on the maximum budget and the maximum fee per day detailed below in point 6, the project will entail maximum 24 days' worth of work for 1 person (or 12 days' worth of work each for a team of 2 persons) spread out throughout the duration of the project. Concrete deadlines for each piece of analysis will be defined in the Terms of Reference and Monitoring Calendar to be agreed between EWL and the selected consultant(s).



5. Profile: relevant skills, attributes and experiences

The EWL looks forward to working with an external consultant or a team of consultant(s) who can demonstrate the following skills, attributes and experience.

Skills and attributes

- ✓ Demonstrable commitment to feminism, equality between women and men, diversity, women's rights and EWL's values is essential.
- ✓ Knowledge of good governance principles and ways of working of civil society organisations (CSOs).
- ✓ Strong facilitation, project planning, analytical and synthesis skills.
- ✓ Innovative ideas and previous experience of participatory processes.
- ✓ Knowledge or understanding of legal requirements for Belgian NGOs is a plus.

Experience

- ✓ Experience of supporting international CSOs in reviewing their governance structures, developing practices of good governance and revising statutes or constitutions.
- ✓ Demonstrated experience in developing participatory governance and Statutes review processes for transnational CSOs.
- ✓ Experience of membership organisations, especially operating at EU Level.
- ✓ Knowledge of the political context for women's rights and equality between women and men at EU level.
- ✓ Experience of work on Diversity, Equality and Inclusion.

6. Details of consultant fees and agreements

The total fees for the consultants' will not exceed **€13,000**, and this budget must include all the taxes and administrative costs required in the country the consultant(s) is/are based in or where their consultancy is registered, as well as the 21% VAT that EWL has to pay. The daily rate cannot indeed **€545.00 per day** inclusive of all national taxes and of the Belgian VAT of 21% incurred by EWL. Any **travel expenses** which might be required as part of the project will be covered separately by the EWL, in agreement with the EWL Secretariat.

The details for entering into agreement for schedule of payments, tasks and responsibilities, accountabilities and binding agreements will be discussed during the application process and are to be entered into contract between the European Women's Lobby and the selected external consultant(s). A detailed set of Terms of Reference (ToR) and Monitoring Calendar will be also agreed and attached to the contract.