

North America MenEngage Network
Organizational Structure
“Terms of Reference”
Draft January 20, 2016

Introduction

The North America MenEngage Network (NAMEN) is an umbrella network of community-based organizations and groups, not-for-profits, other non-governmental organizations, institutions, and individuals interested in working with men and boys to promote gender equality in North America.

NAMEN works to achieve the Call to Action set out in the “Rio Declaration of April 3, 2009” at the Global Symposium on Engaging Men and Boys in Gender Equality, hereafter called the “Rio Call to Action.” It affirms a commitment to end injustices for women and men, girls and boys, and provide them with the means and opportunities to create a better world and to speak out against discrimination and violence.

NAMEN affirms that its work with men and boys stems from and honors the pioneering work and ongoing leadership of women’s rights organizations and movements. We stand in solidarity with the ongoing struggles for women’s empowerment and rights. By working in collaboration with women’s rights organizations, NAMEN members aim to change individual men’s attitudes and practices, and transform the imbalance of power between men and women in relationships, families, communities, institutions and nations.

NAMEN member organizations believe that to achieve transformative and sustainable social change around gender inequalities, we must implement a broad range of social change strategies from small-scale interventions to systemic, large-scale, and coordinated action to achieve gender justice and equity.

Activities of NAME include information-sharing, joint training and national, regional and local advocacy. The network develops joint statements of action on specific areas of engaging men, carries out advocacy campaigns and seeks to act as a collective voice to promote a movement of men and boys engaged in and working toward gender equality and questioning violence and non-equitable versions of manhood.

We are dedicated to promoting cultures of masculinities that respect sexual diversity and sexual and reproductive rights of all. NAMEN will actively advocate against, question and seek to overcome, sexism, social exclusion, homophobia, racism or any form of discriminatory behaviour against women or gay/bisexual/transgender men and women, or on any other basis. Whenever possible in our activities, programs, and advocacy actions we will seek to explore the intersections between these forms of discrimination and address

their impact on gender equality, men’s violence against women, children, and intimate partners, and healthy masculinities.

Membership in NAMEN is open to those individuals and organizations operating in North America with an interest in and commitment to the Network’s vision and goals as described above.

SECTION I. GENERAL MEMBERSHIP

A. Membership criteria

NAMEN is an umbrella network of community-based organizations, groups, not-for-profits, other non-governmental organizations, institutions, and individuals interested in working with men and boys to promote gender equality in North America. As such, there are two types of membership: organizational and individual.

B. How individuals/organizations become members

Those interested in membership shall complete the required membership agreement from the NAMEN website agreeing to support the principles, goals, and objectives of the network.

A. Decision making structure and power to be employed with Members

1. Voting authority

General membership shall have decision making power as outlined in this document.

2. Members’ Decision Making Power

- a. General membership shall vote for steering committee membership from a slate of candidates which are vetted and selected by the steering committee.
- b. The steering committee shall manage the operations of the network as outlined in section II.

B. Decision-making power and types of membership

1. Voting Rules

- a. All members shall have one vote.
- b. A member cannot cast more than one vote. A member may not vote as a representative of an organization and as an individual

member.

- c. In the case of an individual or organization representing a network or coalition, that individual or organization is entitled to only one vote even though they represent multiple groups within that network or coalition. Individual member organizations of those networks and coalitions are entitled to join NAMEN and may cast one vote.
- d. When an organization is represented by more than one individual, those individuals will appoint one person to vote on behalf of the organization.

c. Member Responsibilities

1. General Members of NAMEN are required to:
 - a. Support the mission of NAMEN
 - b. Abide by the Memorandum of Understanding signed at the point they became members
2. General Members of NAMEN are encouraged to:
 - a. Vote annually
 - b. Respond to communications from the steering committee
 - c. Provide critical feedback to the steering committee about its functioning in advancement of NAMEN
 - d. Serve on committees and working groups as they are developed to achieve the goals of NAMEN

SECTION II. STEERING COMMITTEE:

Roles – Steering committee members will support the organizational structure of NAMEN, revise that structure as needed, and work to implement the vision of NAMEN during their terms of service.

A. Size of the steering committee will consist of 15 – 18 members.

B. Terms of service

1. Interim Steering Committee

Interim steering committee members will serve 1, 2, and 3 year terms respectively. One third of the initial members will serve one year, one third two years, and one third three years. Initial interim committee members will be given the opportunity to self-select into 1, 2, or 3 year terms. If self-selection does not fill all the spots,

names will be pulled out of a hat until all spots are filled.

2. Permanent Steering Committee

Steering committee members will serve for 3 year terms with a limit of two consecutive terms. Members may serve longer than two terms as long as they do not exceed two consecutive periods of service, with a minimum of a one year waiting period.

C. Representation/membership criteria

The make up of the steering committee will reflect the following diversity

1. More than 50% of the steering committee will be made up of African American, Latino/a, Asian/Pacific Islander and/or Native American/indigenous, with every effort to have diverse representation from each of these groups.
2. At least 30% of the steering committee shall be women.
3. At least 30% shall be people who are lesbian/gay/bisexual/transgender.
4. Every effort will be made to ensure that the membership of the Steering Committee represents the diverse organizations and individuals who are doing that work. This representation includes, but is not limited to: membership across a continuum of ages, geographic location, urban/rural positioning, size of the organization (i.e., national, state/province-wide, regional, or local)
5. Every effort will be made to ensure that the membership of the Steering committee represent the diverse efforts to engage men and boys in different fields , including those working to explore the intersections between various forms of discrimination and their impact on gender equality, men's violence against women, children, and intimate partners, and healthy masculinities.
 - Gender equality;
 - Violence prevention: men's violence against women, children and intimate partners; sexual assault; trafficking
 - Violence prevention: violence between men (war and conflict, gang-based, bullying, hate-based)
 - Health promotion: HIV/AIDS; sexual health; sexual and reproductive rights
 - Family: fatherhood; maternal health; children's health; care giving

D. Roles, responsibilities and commitment ("job description")

- a. Manage the day to day operations of the network
- b. Define work-groups
- c. Develop communication channels to facilitate sharing among members

and to ensure that positions adopted by the NAMEN steering committee reflect the majority of the membership

- d. Communicate minimally on a quarterly basis to the working groups and general membership about the direction of NAMEN
- e. Take positions on behalf of NAMEN on state, national/federal and other policies that impact on gender equality.
- f. Help in the development and support of sub-regional and local organizations working to support gender equality
- g. Provide technical assistance and other assistance/support to state, provincial and local groups and individuals to promote gender equality
- h. Negotiate consensus positions for policies and programs to promote gender equality broadly, and encouraging men's engagement in the promotion of gender equality specifically
- i. Have full decision-making power in most matters demanding action. In the event one third of the steering committee believes a decision has significant impact on the principles or overall direction of the network, work group members shall have the authority to vote on the matter as well. In this event, all voting members will receive the necessary information and the time necessary to create an informed decision, participate in dialogue and vote as warranted.
- j. Identify resources as needed to support the purpose and other activities of NAMEN
- k. Plan and manage at least one annual in-person meeting of the steering committee membership
- l. Create working groups as needed

E. Selection of steering committee

1. Interim Steering Committee
 - a. The current membership of NAMEN is considered to be the interim steering committee. As of October 20, 2011, members include:
 - **Steven Botkin** (Men's Resources International)
 - **Brian O'Connor** (Futures Without Violence)
 - **Andrew Levack** (EngenderHealth)
 - **Todd Minerson, Clay Jones and Humberto Carolo** (White Ribbon Campaign, Canada)
 - **Benno de Keijzer and Gerardo Ayala** (Salud y Genero, Mexico)
 - **Rus Ervin Funk** (MensWork, Kentucky)
 - **Chuck Derry** (Gender Violence Institute/Minnesota Men's Action Network)
 - **Craig Norberg-Bohm** (Jane Doe Inc, Massachusetts)

- **Alan Heisterkamp** (Waitt Institute for Violence Prevention)
 - **Jeremiah Lowery** (Individual Member)
- b. The interim steering committee will form NAMEN's Permanent steering committee by May 2012. As much as possible, the steering committee will ensure the slate of candidates is representative of the groups mentioned in section II C (membership criteria).
2. Permanent Steering Committee
 - a. Nomination of candidates go through a vetting process with the steering committee, or their appointed committee, and a slate of candidates are then presented to the general membership for a vote.
 - b. As much as possible, the steering committee will ensure the slate of candidates presented will maintain the diverse representation of the groups mentioned in section II C (membership criteria).
 3. Nomination process
 - a) Any member can nominate an individual or organization for the steering committee
 - b) Nominations will be accepted by the steering committee at any time.
 - c) A call for nominations will go out no later than 3 months prior to the election.
 4. Election process
 - a. Elections will be held annually and will be held electronically
 - b. Notice of Elections with the slate of candidates will be provided to the membership 45 days prior to the election
 5. Removal
 - a. Any member of the steering committee, working group, or a general member of the network, when found to be in violation of the network's core principles, may be removed from a working group, from the steering committee or have its network membership revoked at any time by consensus or in absence of it, an affirmative vote of 75% of steering committee members present at a meeting where there is quorum. The person or organization whose membership is being reviewed will be excluded from this decision making process.
 - b. Any member of a working group may request that the steering committee review a member's membership in that group. The steering committee may, by consensus, remove membership in a working group, or in absence of it, an affirmative vote of 75% of

steering committee members present at a meeting where there is quorum. The person or organization whose membership is being reviewed will be excluded from this decision making process.

- c. Any member of the steering committee may request a review of a member's membership in the committee. The steering committee may, by consensus, remove an individual's membership in the committee, or in absence of it, an affirmative vote of 75% of steering committee members present at a meeting where there is quorum. The person or organization whose membership is being reviewed will be excluded from this decision making process.

G. Quorum

1. A quorum is reached when 51% of the steering committee is present.

H. Decision making process

1. Steering committee shall have the authority to make ongoing decisions regarding the network.
2. In the event one third of the steering committee believes a decision has significant impact on the principles or overall direction of the network, work group members shall have the authority to vote on the matter as well. In this event, all working group voting members will receive the necessary information and the time necessary to create an informed decision, participate in dialogue and vote as warranted.

I. Leadership

1. To facilitate its functioning, the steering committee will select a chair/co-chairs. If an organization is selected, that organization will designate one individual to serve consistently in this role.
2. The primary function of the chair or two co-chairs is to serve as conveners and facilitators of the Steering Committee meetings. Additional responsibilities may be delegated as decided by the steering committee.
3. The chair/co-chairs term is for one year and may be renewed by a consensus of the steering committee. The chair/co-chairs can be removed by a two-thirds majority vote of the steering committee.

SECTION III. Working Groups

A. Roles of Working Groups:

1. Working groups

How a working group is approved and established

- a. Working groups act in an advisory role to the steering committee. Any proposals in a working group that may impact NAMEN's overall goals, principles and priorities will require approval by the steering committee.
 - b. A proposal for a working group can be requested by general membership or steering committee members for steering committee approval. The steering committee will review the proposal for adherence to NAMEN principles and network priorities prior to approval. A part of the proposal shall include the number of members needed (as seen by those seeking to form a working group) as well as a commitment of at least 50% of the necessary members
 - c. Chairs and/or co-chairs will act as conveners and facilitators of their respective working group and will act as liaisons with the steering committee. Chairs and/or Co-Chairs will report the ongoing status of the working groups to the steering committee.
 - d. Working group chairs and co-chairs will be selected by working group members. Working group chairs may be members of the steering committee or may be appointed by the steering committee from NAMEN's general membership when relevant.
 - e. Removal of a working group member shall be at the discretion of the steering committee and will follow the removal process outlined in Section II E 5.
- ## 2. Relationship of working group to membership.
- a) Working groups may seek participants from NAMEN's steering committee or general membership if required.
 - b) Working groups may seek input for their activities from NAMEN's steering committee or general membership if relevant.
 - c) Working group chairs will inform the steering committee about proposals, decisions and completed work prior to sharing with the general membership

SECTION IV. GOVERNANCE:

NAMEN is not a formal registered organization but rather a group composed of

approved members with a steering committee drawn from the general membership responsible for decision-making and the day-to-day management of activities.

Network projects, finances, and human resources, when applicable, will be sponsored by a member organization, approved by the steering committee on an as-needed basis. Hiring and supervision will be coordinated by the sponsoring organization in consultation with the Network's steering committee through its co-chairs. Hired staff will function according to the rules and regulations of the sponsoring organization. Staff work planning, project reporting, and activities will be performed according to a job description developed by the steering committee in collaboration with the sponsoring organization.

Communication by the Network will be managed by the steering committee who may appoint individual members, staff, or a working group to carry on specific tasks such as answering general enquiries, maintaining a website, or coordinating a social media presence.

A. Decision making processes.

1. Consensus

Consensus shall be used as the priority method of decision making. Network members will strongly commit to consider everyone's positions carefully in order to reach consensus. Reaching consensus will involve respecting the following principles: all relevant members will be included in the discussion; all members will be encouraged to participate by contributing opinions and suggestions; all members will collaborate to build on each other's concerns and suggestions to come up with a solution that will satisfy everyone in the group; everyone's input will be considered and weighed equally; all members will commit to work towards a common solution despite differences.

In the event consensus is impossible to achieve such as when a decision needs to be made in a timely fashion and consensus is not readily available, a 75% majority vote shall prevail, unless noted elsewhere in this document.

2. Posting of meetings

Any meetings of the steering committee, and NAMEN as a whole, must include 10 days' notice along with an agenda for that meeting, unless noted elsewhere in this document.

3. Public and private information related to NAMEN affairs (minutes, membership lists, etc.)

The steering committee will decide on an individual basis what documents or NAMEN information should be made public and which should remain private in accordance with existing legal requirements.

A. Organizational Accountability:

1. Definition

For our purposes, accountability is a process, not an end state. As such, we focus more on being accountable than what specific behaviors or actions may or may not be accountable. There are some elements that make up an accountable act. These elements include: transparently making our decisions, actively seeking feedback on our decision-making process, following through with our decisions, accepting the consequences for our decisions/actions, and making amends when necessary for the consequences of our decisions/actions (adopted from the accountability statement from MensWork, inc.).

2. Internal

The following sections define accountability for our Network both in philosophical and practical terms. We have incorporated accountability to our stakeholders and the various movements we represent as much as possible throughout this document. This includes aligning the general goals and principles of our network with the goals of the social justice movements we aim to work with and outlining the membership criteria for our steering committee in order to ensure representation and active participation in decision-making from the communities we serve. We are also committed to the principles of transparency by sharing and making publicly available all our organizational decisions whenever possible. This will be accomplished by posting our meeting minutes on our website, by including relevant national networks and organizations in our communications, and inviting those organizations to weigh in and/or collaborate with us.

a. Organizational Accountability

NAMEN, as an organization, has multiple “constituencies to which it is accountable. Firstly, NAMEN is accountable to the women’s leadership in the US, Canada, and Mexico of those organizations who work towards the goals identified in Section II C 5 above.

NAMEN, as an organization, is also accountable to the men’s organizations and men who work on the local, state, provincial and

national levels to engage men and boys in promoting gender equality.

Furthermore, NAMEN, as an organization, is accountable to the international MenEngage Alliance.

b. General Members' Accountability

NAMEN members are accountable to their own organizations and the communities they serve. When members join NAMEN, they become accountable to the Network's vision, goals, and principles.

c. Steering Committee Members' Accountability

The steering committee members, as the "representatives" of NAMEN, are accountable to the women's organizations and responsible for maintaining the relationship and open communication structures with those organizations to allow our accountability to be realized.

The steering committee is also accountable to the general membership of the organization. If that steering committee member represents a specific committee or working group, that steering committee member is additionally accountable to that committee/working group.

Finally, the steering committee members are accountable to each other in terms of providing support to each other, following through with commitments of the position and commitments made while in the role of a steering committee member (and in the case that they cannot follow through, are accountable for relaying that to the other steering committee members), holding each other accountable for growing as men and women in this work, and fulfilling the agreements of serving this organization and movement.

d. Violation of NAMEN Principles

In the event that individual members (organizations or individuals) violate the mission, principles or philosophy of NAMEN, then the steering committee will designate a panel to assess the degree of seriousness to the transgression, the degree to which the person/organization is accepting responsibility for their transgression, and the response from the organization as a result. This panel will make a recommendation to the full steering

committee who will make a final decision. The chair/co-chairs of the steering committee will relay the final decision to the member in question. A process for formal removal is included in Section II E 5 above.

e. Addressing violations of NAMEN Principles

When organizational practices and decisions digress or violate the mission guiding principles, and/or philosophy, concerned members will make their feelings known by contacting the steering committee. The steering committee will discuss the member's concerns and if necessary consult with the wider membership on a decision. All NAMEN activities and decisions must respect the Network's core principles, goals, vision, and priorities.

C. Finances

NAMEN is not a legally registered entity that will enter into agreements with funding organizations, governments, corporations or UN agencies. Any funding, grants or contracts with the Network will be administered by a fiscal agent who will be a member organization designated by the steering committee. Other Network members may enter into separate contracts or MOUs with the fiscal agent to facilitate collaboration.

D. Region of Operation and Collaboration

The North American region is defined as consisting of Canada, Mexico and the United States.

E. Amendments to the Terms of Reference

These Terms of Reference can be amended by consensus of the steering committee.