

Terms of Reference

Participatory Process for Movement Led Property Funding Mechanism

Over the last three years, Dreilinden has supported property purchases by LGBTQIA* civil society organisations (CSO) in Bulgaria, Chile, Georgia, Guyana, Jamaica, Kenya, Nigeria, Uganda and Zimbabwe. We see clear evidence of interest from donors as well as from CSOs across the Global South and Global East to build movement owned safe spaces. What we hear is: “Donors, this is where we need you.” So, how could this happen, in a way that is movement driven?

Dreilinden gGmbH invites proposals for a consultancy to run a participatory process in Eastern and Southern Africa. Besides the purchase or building of offices and retreat centres, we would want to widen the horizon and include movement infrastructure such as shelters, clinics, educational facilities, etc.

The participatory process shall invite innovators and thinkers to develop movement owned funding pipelines. The goal of the process is to develop the mission, strategy, and governance structure of how property purchases can be scaled sustainably - be it as a new organisation/fund, or by building dedicated capacities at existing organisations.

The participatory process would need to answer the following question:

- What movement infrastructure needs to be prioritised?
- What would be a funding model for the movements’ property purchases?
- What could scale so more organisations can buy real estate more effectively and efficiently?
- What movement led organisational set up would make most sense?

Context

There are two key drivers that led us to this point: (1) funders’ lack of deep local context, and; (2) the complexities of buying real estate. Regulatory (land rights as well as land and property regulations), technical, structural and social dimensions need to be considered.

As a result, Dreilinden and Wellspring Philanthropic Fund recently commissioned a study on the effects property purchases have on civil society organisations and the ecosystem at large. The [study](#)

identified the following long term effects:

1. Enhanced financial stability and independence
2. More efficient and sustainable organisations
3. Empowered organisations and their staff
4. Healthier queer communities, organisations, and individuals
5. Greater integration of LGBTQIA* within the social landscape
6. Growth of the movement and actualisation of queer rights

Enhanced Financial Stability and Independence

Civil society organisations are acutely aware of shifts in funding patterns and priorities. Funding that is available today may not be available tomorrow. They are keen to have greater independence, and even to become financially self-sufficient through generating income and/or establishing an endowment fund . Many saw property ownership as a major part of this shift.

More Efficient and Sustainable Organisations

For organisations that have rented premises, their experience was one of transience and impermanence. The flexibility to “get up and go” at short notice was for the most part, outweighed by accompanying administration, bureaucracy, stress and anxiety for management and staff.

Ownership on the other hand has brought opportunities to move towards longer term financial planning and to develop a space that is more conducive to sustainable, learning organisations.

Empowered Organisations and Their Staff

One of the biggest benefits of owning a space is being able to use it in ways that organisations themselves feel are appropriate. Owning one’s own space opens many new opportunities and possibilities that were previously not considered or possible. The most obvious is the freedom to create and curate. Spaces can be remodelled, and many renovations made without the need to seek permission from landlords. Ownership also removes uncertainty around the permanence of a physical base and allows management to focus instead on supporting the communities.

Healthier Queer Communities, Organisations and Individuals

The term “feeling at home” was commonly used by civil society organisations to describe the enhanced sense of security and belonging that emerged from owning a space. They also frequently described how as owners they were able to broaden the range of services offered to the community.

Greater Integration of LGBTQIA* Within the Social Landscape

For many organisations, owning a space represents an important step towards integration of

LGBTQIA* persons within the wider social landscape. Owning property helps to establish CSOs within the queer ecosystem; It also brings them physically close to neighbours with whom they must develop relationships.

Growth of the Movement and Actualisations of Queer Rights

There is a sense of empowerment that comes with owning a physical structure which has enabled staff and communities to feel they are the 'masters' of their own destiny and that this cannot be taken away from them. For most however, the most important aspect is the establishment of a stable foundation for the queer movement.

For more information about our politics and values please read our [Theory of Change](#).

Scope of Work

The consultancy will start in August/September 2023. Dreilinden will collaborate closely with the consulting team with a view to have the project completed by December 2023.

The consultancy will encompass the following areas of work:

1. Briefing with Dreilinden staff
2. Design participatory process (including compensation mechanism)
3. Conduct preparatory research
4. Identify participants (with input from Dreilinden)
5. Lead participatory process
6. Draft findings and key discussion points in report (including feedback loops from all participants and stakeholders) (presentation format desirable with max 40 slides)
7. Regular update calls with Dreilinden staff
8. Coordination with all stakeholders

Timeline

We hope to start this process in August/September 2023 with the aim to have the final report ready within three to four months from kick off. The final timeline will be agreed in collaboration with the consulting team.

Proposal Requirements

We have a strong preference for the consulting team to be based in and from Eastern and/or Southern Africa with intimate knowledge of the LGBTQIA* communities. Experience in designing and running participatory processes will be paramount. Teams with a deep understanding of innovative funding mechanisms will be prioritised.

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Please include the following in your written proposal:

1. Experience and background:
 - a. Consultancy with experience in participatory approaches and innovative funding mechanisms
 - b. Synopsis of relevant past projects including references (maximum three)
 - c. CV of consultants involved in the project
2. Work and fee
 - a. Details on design and implementation process
 - b. Confirmation of availability
 - c. Project steps and expected time requirements
 - d. Fee

Please submit your proposals to Stefan Bollier (stefan.bollier@dreilinden.org) by 15 July 2023. Feedback will be provided in the first half of August 2023.

Should you have any questions in relation to this request for proposal, please contact Stefan Bollier at stefan.bollier@dreilinden.org.