



Tender Terms of Reference

**Consultancy to develop a
strategic plan post 2022**

April 2022

1.0 Background to the Community Foundation for Northern Ireland

1.1 Vision

The Community Foundation's vision is for a peaceful, prosperous, shared and just society; and our mission is to connect people who care to causes that matter. In a society where everyone can prosper and live in peace; we encourage and support those who want to give and empower the local community to effect change.

For over 42 years the Community Foundation has been a trusted, secure means through which donors choose how, when and where they give, by helping them to set up funds, supporting them to make grants and to see the impact of their donations on local communities in greatest need.

1.2 Values

We work together and with others in line with our values:

Generosity:

We encourage generosity in everything we do; we look out for each other; we deal with everyone with compassion, empathy and understanding. We are flexible in how we work with staff, donors and grantees.

Thriving:

We see the potential within both our staff and the communities we work in and are committed to help both reach their full potential.

Together:

We only make the change we want to see together. We value participation, working with others and bringing people together.

2.0 The Opportunity

2.1 Purpose: The Community Foundation is seeking a suitable (self employed) individual(s) or organisation(s) to facilitate and develop a new organisational strategy post 2022.

The contract will be delivered initially over a six to eight month period, commencing May 2022.

2.2 Background

In a society where everyone can prosper and live in peace, the Foundation encourages and supports those who want to give and empower the local community to effect change.

Coronavirus has presented a significant challenge for Northern Ireland and the voluntary and community sector. It has been a huge shock on a global scale and is expected to have much longer term effects.

Over the last two years there have been a number of changes that have impacted the Foundation as an organisation, and its existing strategy. It therefore feels the right time to take the opportunity to step back from the day to day operations, and assess the strategic foundations upon which the Foundation has been built, and to determine what the mid to long term implications of the crisis are, and how we as an organisation should respond strategically.

3.0 Tender Specification

3.1 Overview

The Community Foundation is seeking an organisation/s or self employed individual/s to:

Facilitate and develop a new organisational strategic for the period 2023–2026

Tenders are invited for this piece of work, which will cover a six to eight month period, commencing May 2022.

3.2 Objectives

The **objectives** of the contract are as follows:

1. To facilitate a review of what we can learn from our existing strategy and our work since March 2020 during the pandemic, including the changing internal and external demands placed upon us as an organisation and our readiness to meet those demands.
2. To facilitate the staff and Trustees to identify how we can best position ourselves as an organisation both internally and externally to meet anticipated needs over

the period 2023–2025. This will include review of our vision, mission and values and business model.

- 3 Develop a new strategy – determining what our future should look like for all of our stakeholders, including communities, communities of interest, our donors and funders, our employees, Trustees and ambassadors. Supporting the organisation to align our cost structure with a new strategy.

3.2.1 The specific task

- Carry out a desk review of documents relevant to an understanding of the legal framework and context of the work the Foundation undertakes.
- Review and assess the existing Theory of Change employed by the Foundation and, **if necessary**, support the Foundation’s staff and trustees in establishing a new organisational Theory of Change for 2023–2026, including the goals identified to achieve the organisational mission through funds, programmes, research and advocacy. This exercise should include facilitating a process through which the organisation can reassess and confirm its mission and vision and determine specific goals it will centre its efforts on in the subsequent three year period.
- Develop a comprehensive methodology and work plan for a participatory process, with a view to achieving support from all key stakeholders.
- Together, with the CEO, lead a programme of consultations to receive feedback on the draft strategic plan. This should include holding consultations and interviews with relevant stakeholders, including, staff, Trustees, Ambassadors, donor and development partners, grantees.
- Finalise the strategic plan, including the detailed implementation plan, for 2023–2024, and general activities for 2024–2026. The plan should include the organisational goals, expected results for each, the priority programmes and strategies to achieve them, and key performance metrics, timelines and resource allocations required to accomplish them, as well as a monitoring and evaluation plan.

3.2.2 Deliverable Outputs

Based on the above, the Consultant/s shall prepare and complete the three year strategic plan. This shall entail, among other things the following:

1. A three year strategy with clear deliverables, key milestones, and direct guidance on implementation to strengthen the Foundation’s mission and vision (including an organisational monitoring and evaluation plan).

2. External environment assessment and internal environment assessment of the stakeholders/SWOT analysis.
3. Contribution to Operational Implementation Plan.
4. Present the draft strategic plan for approval.

3.3 Delivery Timetable (against contract outputs)

Activity	May 22	June 22	July 22	Aug 22	Sept 22	Oct 22	Nov 22	Dec 22
Contract initiation meetings								
Review of Foundation's mission, vision, values, risk and governing documents (Trustees, SMT and staff)								
Presentation of proposals to Trustees with CEO								
Formation of strategic review task and finish group (Trustees, and SMT) with ToR								

Consultation with Trustees (one to one)								
Consultation with staff (workshops)								
Consultation with key strategic partners (one to one)								
Consultation with Grantee Network (workshop)								
Consultation with Ambassadors								
Facilitation of Strategic Away Day								
Completion of plan (with KPIs and supporting budget)								

3.4 Copyright

The consultant/s will be acknowledged. However, the copyright, and any other intellectual property on materials provided by the Community Foundation, or produced on their behalf, shall vest with the Community Foundation. All materials received and created in the course of this project, should be returned to the Community Foundation at the conclusion of the project, in an agreed format.

4.0 Selection Criteria

Tenders will be selected for their ability to demonstrate a high quality and professional approach that offers value for money to the Community Foundation. You should highlight your suitability to fulfill the brief using examples of contracts/roles you have worked on over the last five years.

4.1 Pass or Fail Criteria

NB. Failure to meet the below criteria will result in a proposal not proceeding to scoring

- Demonstration of knowledge and experience in conducting high quality strategic development programmes or projects within the VCSE sector – using specific examples from within the past 5 years
- Demonstration of experience around relationship building and engaging key stakeholders in participatory processes – using specific examples from within the past 5 years
- Confirmation of capacity to deliver the work over the specified timeframe

4.2 Weighted Scoring Areas:

Criteria	Score
Level of experience in undertaking similar previous work – in line with criteria in section 4.1	30%
Understanding of the brief – including demonstration of commitment to engaging key stakeholders in participatory processes	20%
Methodology – description of approach to the delivery of the contract outputs	40%
Value for money	10%

*** In the event of more than one strong tender, the Foundation may invite the individual/organisation(s) for an interview, following shortlisting.**

The person/organisation(s) appointed will report to the Community Foundation's Chief Executive Officer in the first instance.

5.0 Making a Response

You should respond to the invitation by supplying a maximum 6 page proposal, via one electronic copy, sent to rwood@communityfoundationni.org that should inter alia include the following components:

- A statement of experience detailing your work in this area
- Your understanding of the brief, including the operating context and ethos of the Community Foundation for Northern Ireland, as well as your own demonstrable commitment to social impact, and to supporting communities at this time
- Your proposed methodology to meeting the tender specification and set against each of the contract outputs
- A detailed budget set against the delivery of key activities
- Any comments you wish to make on the proposed approach
- Your ability to fulfill all the tasks and deliver the outputs in the timeframe outlined
- Who will be involved in delivery of the work with respective CVs
- The names and addresses of two clients for whom you have completed similar assignments (detailing the nature of the work undertaken for them).

Please note the maximum budget available for this work is £25,000, inclusive of VAT and reasonable travel expenses required to deliver support.

It is imperative that the successful applicant provides a flexible and robust approach, alongside excellent value for money.

6.0 Further Information

Contact: Roisin Wood, Chief Executive

Email: rwood@communityfoundationni.org

Queries will only be accepted by email and responses will be made available to all those who have been invited to tender for this project.

7.0 Closing Date

The closing date for receipt of tenders is 12pm on Friday 29th April 2022. These should be emailed to rwood@communityfoundationni.org

Tenders received after the closing date and time will not be considered.

*** Note that the Community Foundation is not obliged to appoint the lowest, or any tender.**