



Invitation to tender for the
**'Provision of capacity building support to
grantees of the Housing & Homelessness fund'**

Terms of Reference

This fund is supported by Oak Foundation. Through its grant-making, Oak Foundation contributes to a safer, fairer, and more sustainable world.

1.0 Introduction

The Community Foundation for Northern Ireland (CFNI) is an 'independent, grant making trust, inspiring generosity, and achieving impact across Northern Ireland'.

The Foundation's vision is 'a fair and equitable society for everyone' and our mission is 'to work hand in hand with communities to build a better future'.

<https://communityfoundationni.org/>

Our primary function is the management of 60+ funds in collaboration with our donors and partners.

Currently one of our key funds is the Housing & Homelessness fund, which is supported by Oak Foundation.

<https://oakfnd.org/>

2.0 Housing & Homelessness Fund

The aim of the Housing & Homelessness Fund is to support voluntary and community sector organisations serving those who are homeless or housing insecure, through developing their ability to support their service users.

Awards have been made under two categories:

'Stage 1' grants (up to £25k); these awards are focused on supporting capacity building and developmental work;

'Stage 2' grants (up to £100k); these awards are focused on supporting service delivery by organisations who have previously received 'Stage 1' developmental support.

The initial round of grants was awarded in July 2025, and the fund is scheduled to complete in March 2030.

Grantees are listed in Appendix A (**NB** – all stage 1 grantees will be invited to submit applications for stage 2 funding, probably in Q4 2026).

3.0 Terms of Reference

The Community Foundation is seeking a suitable organisation to co-ordinate a capacity building / organisational development support programme for the Housing and Homelessness fund's grantees.

We envisage this being centred around the provision of mentoring and/or coaching support. Participation will be optional, with an initial 'straw poll' indicating strong interest from at least 9 of the 17 grantees.

We are keen to ensure that this commission brings added value to the fund, and envisage the support being tailored to individual grantee needs and priorities.

To this end we expect the commission to include the following:

- A 'strength checker' review with each interested grantee to help identify and prioritise key gaps / support opportunities;
- The establishment of a pool of mentors & coaches with the requisite skills and experience to provide support across a broad range of topics. It is envisaged that these could include governance; fundraising; strategic planning; leadership; succession planning; communications; impact measurement; policy engagement;
- A 'matching exercise' to pair grantees with the most suitable mentors & coaches;
- Management of these grantee and mentor/coach relationships to ensure support is delivered effectively; and any issues are addressed in a timely manner;
- Co-ordination of payments to mentors/coaches & collation of activity updates;
- A review of the effectiveness & impact of the support provided, highlighting any learning and making recommendations for how such support might be delivered more effectively in future.

3.1 Anticipated outputs:

- 'Strength checker' review undertaken, with summary report on findings & recommendations (xxxx 2026);
- Establishment of an appropriate pool of mentors & coaches (xxxx 2026);
- Grantees & mentors/coaches are paired up (xxxx 2026);
- Report on impact of & learning from the support provided (xxxx 2027).

3.2 Anticipated outcomes:

- Grantees have strengthened their organisational capacity, key gaps & priority needs have been identified and are being addressed (within the constraints of the support available);
- Grantees are better placed to develop and sustain their key services;
- Oak Foundation & the Community Foundation have a clear picture of the impact of the support provided; any relevant learning has been captured; and any unmet or outstanding capacity issues/risks have been identified.

4.0 Timeframe

Whilst some activity under the Housing & Homelessness fund is scheduled to run until March 2030, it is envisaged that this commission will be delivered within 12 months of appointment.

5.0 Budget

The maximum budget currently available for this commission is **£35,000** (inclusive of VAT & expenses).

6.0 Submissions

Tenders should be submitted electronically to:

rogers@communityfoundationni.org

and should comprise **a maximum of five pages** covering the following:

- Your proposed methodology, detailing your approach to this commission and demonstrating how you will ensure that objectives are met;
- A detailed breakdown of your budget showing daily rates, days assigned to the various tasks, expenses, and VAT (if applicable);
- Details of the individual/s who will be delivering this commission, highlighting their relevant skills & experience;
- Details of two clients for whom you have completed relevant assignments and who could be contacted for references prior to appointment.

7.0 Selection

Step 1: pass/fail

- Submission includes all of the requested information;
- Individual/s involved have clearly demonstrated relevant skills & experience.

Submissions which do not meet the above requirements will not proceed to assessment & scoring.

Step 2: scoring

- Proposed approach & methodology are clearly presented and thought out, and provide confidence that the commission's requirements will be delivered successfully (70%);
- Budget is clear, realistic & provides good value (30%).

In the event that the scoring process does not result in a clear winner, the Community Foundation may invite shortlisted bidders to a presentation/interview..

Please note that the Community Foundation is not obliged to accept the lowest or any tender

8.0 Queries

Queries / clarification requests will only be accepted electronically and should be submitted to Richard Rogers, Grants Manager, at:

rrogers@communityfoundationni.org

9.0 Submission deadline

Friday 24th April 2026 at 12 noon

Submissions received after this deadline will not be considered.

Appendix A

Stage 1 grantees (11)

- Ardoyne Association
- Disability Action
- HERe NI
- Hosford Community Homes
- Money Ready
- NI Youth Forum
- Shelter
- Simon Community
- The Advantage Foundation
- The Rainbow Project
- The Welcome Organisation

Stage 2 grantees (6)

- Depaul
- HAPANI (Horn of Africa People's Aid NI)
- Housing Rights Service
- Mindwise NV
- North Down & Ards Women's Aid
- Starling Collective