



## Introduction

TENI is Ireland's transgender community and advocacy organisation. Our vision is a world where all people, regardless of gender identity or expression, enjoy full acceptance, equality and human rights. Founded in 2006, TENI works across three key pillars: support and information; education; and advocacy.

As we enter a new phase of growth and development, we require a clear, actionable strategic plan that reflects our values, strengthens our impact, and ensures long-term sustainability. We are seeking proposals from qualified consultants or firms to support the development of a new strategic plan to guide our work over the next 3 years. The consultant will work closely with the Board of Directors and staff to design and undertake a review and consultation process, analyse findings, and produce a three-year strategic plan document.

## Tender Details

The purpose of this engagement is to:

- Review and assess the current strategic position of the organisation
- Engage key stakeholders (the TENI board, the TENI staff, the transgender community, and key partners)
- Identify strategic priorities and opportunities
- Collate key findings into a strategic plan that includes:
  - A clear vision, mission, and values statement
  - The key functions and role of the organisation
  - Clear strategic priorities and goals
  - A practical implementation roadmap with measurable outcomes.

### Scope of Work

The selected consultant will be expected to:

- Conduct a document review (existing plans, reports, policies)
- Facilitate stakeholder information-gathering meetings and consultations (interviews, surveys, workshops)
- Perform a situational analysis (e.g. SWOT or similar framework)
- Support the board and leadership team in identifying priority themes, reviewing strategic objectives, mission, and vision
- Draft and refine the strategic plan document
- Present the final plan to the board

### Deliverables

- Project plan and timeline
- Stakeholder engagement summary
- Situational analysis report
- Draft strategic plan
- Final strategic plan, to include:
  - Mission statement
  - Key functions of TENI



- Strategic priorities
- Measurable KPIs, milestones and success indicators
- Governance and risk considerations.

### Timeline

The project is expected to commence in June 2026. A proposed timeline should be included in submissions.

### Budget

The total budget available for this project is in the region of €12,000 including VAT and expenses incurred. Proposals should include a detailed cost breakdown.

## Request for Tender

Tenderers are invited to submit proposals in a format of your choice.

Applicants should demonstrate:

- Proven experience in strategic planning (preferably in the non-profit/charity sector)
- Knowledge of the Irish LGBTQ+ community, strengths and challenges
- Strong facilitation and stakeholder engagement skills
- Understanding of governance structures in small organisations
- Ability to produce clear, practical, and actionable plans
- Experience in data analysis and presentation

### Proposal Requirements

Submissions should include:

- Overview of the consultant/firm
- Relevant experience and examples of similar work
- Proposed methodology and approach
- Project timeline
- Fee structure and cost breakdown
- Contact details for at least two references
- Identification of any relevant conflicts of interest

### Evaluation Criteria

Proposals will be assessed based on:

- Relevant experience and track record
- Quality and suitability of proposed approach
- Value for money
- Understanding of the needs of a small charity

## Submission Details

Proposals should be submitted by **5pm on Friday 22nd May** to Daire Dempsey, Executive Director, at [daire@teni.ie](mailto:daire@teni.ie). Any queries regarding this RFT should be submitted to the Executive Director by 5pm Friday 8th May.