



Terms of Reference

Consultancy assignment to facilitate and develop the ShoutOut Strategic Plan 2024-2027

Background:

ShoutOut's Mission & Purpose:

To end the exclusion of LGBTQIA+ people.

Our charitable objectives/aims are to promote inclusion for LGBTQIA+ students in Irish schools and among young people in Ireland generally, to provide young people with knowledge about LGBTQIA+ issues, to help young people to understand the effects of homophobia and transphobia, to build awareness of how to support their LGBTQIA+ peers, and to promote inclusion and acceptance within Irish schools and Irish society.

Our values are education, inclusion, and allyship.

Key modes of delivering that Mission:

- School Workshops
- Other Youth Workshops
- Capacity Building Workshops - service providers
- Resource Development
- Information Sharing - advocacy, sectoral campaigning, comms materials

ShoutOut is a registered charity committed to improving life for LGBTI+ people by sharing personal stories and providing educational programmes. We work with school students, teachers, youth workers, social workers, and workplaces on LGBTI+ issues.

We envision a culture which is accepting and celebratory of diversity, where no one is excluded based on their sexual orientation, gender identity, gender expression, or sexual characteristics. ShoutOut is committed to providing a fair, equitable place of work for all our employees as well as the volunteers who give so generously of their time and expertise.

ShoutOut started in 2012 as a group of friends who wanted to make a difference in their community by working with young people to promote LGBTI+ inclusion through educational workshops in secondary schools, with the goal of sparking empathy, promoting allyship, and combating homophobic and transphobic attitudes.

Since 2012 it has grown to offer these educational services to organisations in the public and private sector, providing training and resources to service providers, sporting bodies, and workplaces to foster improved LGBTI+ inclusion in those services and workplaces for clients and employees alike.

The services provided by ShoutOut in secondary schools continue to be a core focus of the organisation's charitable activities, primarily working directly with school students. We are the island of Ireland's largest provider of secondary school workshops on LGBTI+ identities.



ShoutOut also provides policy guidance and educational resources to organisations seeking to develop LGBTI+ inclusion in their services or workplace.

ShoutOut's work is overseen by a voluntary Board of Directors, who manage and guide the staff team of three. ShoutOut's staff, in turn, support a national network of volunteers and a voluntary Steering Committee to deliver educational activities and dedicated projects.

Purpose and objective

This is ShoutOut's first strategic planning process and represents an opportunity for the organisation to take stock of our work over the past decade, connect with our stakeholders, and plan effectively for our future.

This process will work to develop the organisation's vision by defining strategic priorities and goals which further our charitable mission and align to our organisational values. This process will also act to test and future-proof the organisation's current vision and goals.

The planning process will include an attempt to learn or engage with the relevant experience and thinking of other similar associations to help frame ShoutOut's future and strengthen links for that future.

An external consultant is sought to work closely with the Board of Directors and staff to design and undertake a review and consultation process, analyse findings, and produce an outcome document (a 3-year strategic plan). The successful tenderer (hereafter referred to as "the consultant") may apply as an individual, or on behalf of a tendering organisation.

The consultant will facilitate a review of ShoutOut's achievements and challenges, and prospective opportunities for development as well as potential risks to the organisation's future. They will lead the preparation and development of a comprehensive and concise 3 year strategic plan to commence 2024 - including the writing of same to final stage, taking into account feedback and suggested changes from ShoutOut.

Scope and focus of the tender

The consultant is expected to outline how they would design the strategy planning process which may include the following;

- Assessment of the validity of the current mission, vision and values of the organisation.
- Review of ShoutOut's key documents, current operations, capacity, stakeholders, and client base.
- Review of the operating context (internal and external) in which ShoutOut has operated to date and the prospective environment (internal and external) against which the strategic plan will be developed.
- Effective promotion and dissemination of surveys and stakeholder consultations.
- Information-gathering meetings with relevant internal stakeholders (staff, volunteers, Board) and external stakeholders where relevant (beneficiaries, clients, funders, etc).



- Broader listening exercise / consultation exercises with ShoutOut's relevant stakeholders and beneficiaries through surveys and feedback gathering.
- Analysis of results gathered through survey and consultations.
- Summarise of findings and presentation of recommendations for strategic planning.
- Ongoing consultation and collaboration with the Executive Director, staff and volunteers, Board of Directors, and Strategic Planning subcommittee to establish and guide the direction and decision of strategic planning process in the form of face-to-face meetings, email and telephone communication.
- Presentation of a draft framework and proposed set of priority themes and objectives for the new Strategic Plan.
- Strategic Plan document that defines clear vision, objectives and action plan for implementation for the development of ShoutOut over the next three years, in line with the organisation's mission, vision, values, and relevant governance requirements.

Deliverables

- Comprehensive Review of ShoutOut's performance and activities to date as against the organisational mission, vision, and values;
- Comprehensive analysis of the broader sector and context in which ShoutOut operates;
- Consultation with ShoutOut internal and external stakeholders, beneficiaries and client base, to evaluate our performance and activities to date [listening exercise];
- Effective engagement with ShoutOut staff and volunteers to develop and refine a shared vision, mission, and strategy [listening exercise];
- Facilitation of Board and Staff engagement with the results of the review and listening exercise and outline proposals;
- Strengthened capacity for staff and board members on developing and implementing strategy;
- Production of a 3-year ShoutOut Strategic Plan (2024-2027)

Selection criteria

The Consultant is asked to submit financial and technical proposals outlining how they will undertake the strategic planning process.

The Consultant will have knowledge of and/or proven expertise in;

- The contemporary Irish LGBTI+ community, its demographics and challenges faced by the community.
- The broader human rights landscape in Ireland, in particular for other communities at extreme risk of marginalisation, who may intersect with the LGBTI+ community.
- Strategic planning document preparation.
- Proved experience in strategic planning and management.
- Participatory approaches in conducting assessments and facilitating strategic planning processes.
- Data analysis and presentation.



c) Skills and Competencies:

- At least 4 years of professional experience in strategic planning in the Irish NGO sector
- Evidence of having undertaken similar assignments in strategic planning
- Experience in research, policy development, management, and programming-related work
- High level written and oral communications skills in English
- Demonstrate excellent interpersonal and professional skills in interacting with stakeholders
- Skills in facilitation of stakeholder engagements/workshops

6. Tax

The consultant will be required to produce a current Tax Clearance Certificate/ TCRN. Where a Tax Clearance Certificate expires within the course of a contract, ShoutOut reserves the right to seek a renewed certificate. All payments under the contract will be conditional on the contractor being in possession of a valid certificate as required.

7. Insurance

If tenderers have Professional Indemnity Insurance they should provide a copy.

Roles and responsibilities

The ShoutOut Board and Staff will be responsible for:

- Actively engaging with the Consultant during the assessment
- Identifying and establishing connections to stakeholders
- Providing relevant documents as needed
- Actioning communications and logistics associated with the process, with the guidance of the Consultant.

The Consultant will be responsible for;

- Proposing a methodology for development of the strategy
- Preparing a work plan and an appropriate Assessment Framework
- Actively engaging with staff, Board, volunteers, and other stakeholders through participatory processes
- Providing regular progress reporting and consultation with the Executive Director
- Production of deliverables in accordance with the requirements and timeframes of the Terms of Reference (ToR)

Process of submission of tender

Enquiries should be directed to Ruadhán Ó Críodáin director@shoutout.ie



Tenders should be submitted by email to info@shoutout.ie with 'Strategic Plan Tender' in the subject line.

The Tender should be submitted include the following details:

- Technical proposal outlining the understanding of the ToR, the proposed approach to complete all deliverables within the scope, timeline and budget available;
- Financial proposal outlining the proposed costings to produce on the deliverables including consultant daily rate, travel, communications etc;
- Cover letter summarising how the consultant experience meets the selection criteria;
- Detailed curriculum vitae of the consultant/organisation's strategic planning work to date, with specific reference to projects undertaken by the proposed personnel nominated for this tender;
- Two references from previous clients for whom the consultant/organisation has carried out similar work;
- Examples of recent previous Strategic Plans developed.
- Identification of any relevant conflicts of interest.

The deadline for the receipt of tenders is 16th June 2023. Tenders that are delivered late will not be considered. The tendering organisation is fully responsible for safe and timely delivery of the tender. Confirmation that the tender holds good for twelve (12) calendar months after the closing date for receipt of tenders.

ShoutOut Expressly Reserves the Right to:

- Extend the time of lodgement of responses to the Request to Tender and/or to vary the timings and process for their Request to Tender.
- Vary any requirements of the services required for the Request to Tender.
- Following evaluation, accept or reject any or all responses to the Request to Tender.
- Seek and obtain clarification of any responses to the Request to Tender, including additional information.
- Request providers to amend their responses.
- Accept any proposal in part or in total.

Budget

To a maximum €10,000, including consultant daily rate, travel, communications, VAT & expenses.

Timeline

6 months for completion from signature of contract.