



Invitation to Tender

Development of Engender's Strategic Plan 2025-2030

About Engender

Engender is a leading feminist policy and advocacy organisation in Scotland. We aim to secure women's social, political and economic equality and rights. We work at Scottish, UK and international levels, producing research and analysis to make the case for intersectional feminist policies and legislation. We are a membership organisation, collaborating with our members and third-sector partners to achieve our vision.

Since our establishment in 1993, we have grown in size, influence and reputation. Our portfolio of work has also expanded, and we now work on issues including women's health, economic participation, poverty, human rights, representation in politics and public life, media and culture and primary prevention of violence against women. Our [Gender Matters Roadmap](#) set out many of our long-term goals across these areas.

We are proud of how the organisation has evolved and the progress we have made. However, we understand that significant challenges, including deepening economic inequality, political polarisation, and the climate crisis, are increasingly impacting women and changing the policy landscape we operate in. We are also keenly aware that progress is not benefiting women equally and that those experiencing discrimination aimed at intersecting aspects of their identities, including disabled, LGBT women and women of colour, are being failed by current policy approaches.

Purpose of the Project

We are seeking a consultant(s) to work with us to deliver a strategic review and planning process that will result in the development of Engender's next Strategic Plan 2025-2030. This process will help us focus our efforts and resources on securing the most impactful change for women in Scotland. To do this, we must engage with a diversity of women and identify priorities that work for the most marginalised. Undertaking this process now will help us ensure that our organisation is in a strong position to respond to future challenges.

The review process will help us identify our key strengths, impacts, emerging opportunities, and areas for development. The findings will inform and shape a new Strategic Plan for Engender for 2025-2030.



Objectives of the consultancy:

- Review our current vision, mission and values
- Identify the key strengths of our current approach and our impact areas.
- Undertake horizon scanning to anticipate significant trends and developments in the social and political landscape over the next five years.
- Explore areas for organisational development.
- Make recommendations for our strategic priorities for the next 5 years.
- Draft a new Strategic Plan and Theory of Change that will guide Engender’s work from 2025-2030

Scope of the work:

In consultation with the Executive Director and a subgroup of our Board, prepare an inception paper that outlines the process, methodology and timeline for the review. This should include:

- Desk-based review of key documents
- Stakeholder mapping, horizon scanning, and SWOT analysis of our current approach
- Interviews with stakeholders
- Engagement of our membership and key audiences via tools such as surveys and/or focus groups

This work should result in a Strategic Review report detailing emerging themes, key feedback areas, and recommendations for Engender’s priorities for the next 5 years. These findings will then be taken forward into the Strategic Planning phase.

The Strategic Planning process should include:

- Workshops with Board and Staff to develop our organisational strategic plan and theory of change.
- Confirmation of our mission, vision and values, strategic approach, and future goals.
- Drafting of a final strategy document, including a theory of change, incorporating feedback and direction from the Executive Director and Board subgroup

Key principles and lines of accountability:

We are committed to intersectional feminist and human rights principles. These values will underpin the process and ensure the prioritisation of learning to improve and strengthen Engender’s intersectional approach.

The consultant will work under the guidance of the Executive Director and Head of Development, with input and sign off from the Board subgroup.

The consultant must ensure privacy and non-disclosure of sensitive data and information.

We anticipate the timeline for the process will span approximately 6-9 months.

How to Apply

To assist our evaluation of your tender submission, please ensure you clearly demonstrate how you meet each of the criteria including examples. Your responses should be supported by evidence/previous successful implementation of projects of a similar nature.

Essential Criteria

- Previous experience in carrying out strategic reviews and evaluations as part of developing strategic plans for voluntary organisations.
- Excellent facilitation skills, including using online technologies.
- Experience in using strategic development tools, including horizon scanning, SWOT, PESTLE analyses and Stop, Start, Continue.
- Minimum 5 years of demonstrable experience of using a Theory of Change framework.
- Experience in designing and implementing participatory engagement processes.
- Sound knowledge and understanding of monitoring, evaluation, and learning processes.
- Ability to consolidate and analyse data and information from multiple sources and formulate recommendations.
- Working knowledge of gender and intersectional equality issues and human rights.
- Excellent writing and communication skills in English.

Desirable:

- Previous knowledge and experience of feminist advocacy.
- Previous experience in working in voluntary sector leadership positions.

Please also detail relevant information in your bid in respect of:

- Your ethical values, including commitment to intersectional equality
- How you will manage any risks in relation to this project

Schedule of Charges

Bidders shall complete the schedule of charges below, estimating the number of days and any additional costs. The total fixed price will include VAT and expenses and all costs to be incurred. The maximum available budget for the project is £20,000 (inclusive of the costs of engagement activities)

Expenditure	Quantity	Unit costs	Total

Sub-total			
VAT			
Total Price including VAT and expenses (<i>this figure will be used to calculate your price score</i>)			

○ **Instructions to tenderers**

Please submit your tender offer in accordance with all of the instructions, requirements and specifications set out in this document.

Nothing in this documentation, or any other communication made between Engender and any applicant, can be considered a contract or agreement at this stage.

Tendering

Engender reserves the right to disqualify or reduce the evaluation score of any tenderers who do not fully comply with the tender documentation requirements, particularly the closing time and date.

Engender reserves the right to evaluate proposals based on various criteria. The tender with the lowest price will not automatically be accepted.

Engender is not responsible and will not pay for any expenses or losses you incur during, but not limited to, the tender preparation, post-tender negotiations or interviews.

Return of Tender

You must complete and submit your tender response/proposal electronically by the tender response deadline of 12 noon on 25th November.

Please send completed proposals to Catriona Kirkpatrick at: catriona.kirkpatrick@engender.org.uk with the subject line 'Engender Strategic Planning'.