

Invitation to tender

Fundraising services for the Tavistock Institute of Human Relations

March 2026 · External tender

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1. About the Tavistock Institute of Human Relations

The Tavistock Institute of Human Relations is a UK registered charity founded in 1947. Our purpose is to explore and reveal the hidden patterns in human behaviour to help people and organisations work better together.

Our research, consulting and professional development teams work at the intersection of social science, psychoanalytic thinking and the arts to understand authority, leadership, group dynamics and organisational change.

Services we offer include:

- Research and consulting in the UK, EU and international contexts, specialising in systems thinking, complexity and change.
- Professional development, specialising in experiential learning and a whole-system approach.

TIHR currently operates through a hybrid revenue model, primarily delivering client-funded consultancy, research and evaluation contracts and fee-based professional development programmes. We now wish to diversify our income through philanthropic and other funding to expand our social impact through strategic initiatives, innovation, and projects that serve the public good.

We already have strong in-house capability in winning grants and proposals for our core research and consultancy work in the UK and Europe. What we need now is a fundraising partner who will actively raise money from philanthropic and other sources for new initiatives, income streams and sustainability.

Our network is diverse and wide-reaching. Through our Group Relations and Professional Development portfolio we have partnerships all over the world and committed alumni; through EU research and evaluation we are part of several consortia. We partner with a diverse range of organisations and have strong and active affiliations with UK and EU Evaluation Societies; Academy of Management; Organisation for Promotion of Understanding Society; Sage, who publish our scholarly journal *Human Relations*; and Wellcome Library and Collection, who hold our archive.

2. Purpose of this tender

We are seeking an experienced fundraising organisation or sole trader to work with TIHR and our in-house team to:

1. Identify, research and prioritise funding prospects across trusts and foundations, corporate partnerships, major donors, individual giving campaigns, legacy giving, and grant-making bodies focused on social research and organisational development.
2. Develop compelling social impact and business cases for projects and initiatives that support TIHR's goals.
3. Cultivate and manage relationships with prospective and actual funders.
4. Write and submit high-quality funding applications.
5. Secure confirmed funding to meet agreed targets.
6. Report regularly on pipeline development and outcomes.

This is a 'doer' role. We need a partner who will actively raise funds and diversify income, not simply provide advice or strategy documents.

3. Scope of work

Funding priorities

The successful contractor will raise funds for:

- Action research and organisational development that will contribute to improved working life or social conditions.
- Arts and creativity programmes including performances and exhibitions.
- Applied research to address social challenges and public policy questions.
- Bursaries and fellowships to widen access to our professional development programmes.
- Other strategic initiatives as they emerge.

Funding sources

We are open to a combination of approaches to achieve our aims across:

- Trusts and foundations.
- Corporate partnerships (including those that blend consultancy services with philanthropic support).
- Major donors.
- Individual giving.

- Legacy giving.
- Other sources you identify as suitable.

Types of funding

We are seeking both:

- Unrestricted/general funds to support organisational development and flexibility.
- Restricted project funding for specific initiatives.

An optimal mix might include core operating support alongside project-specific grants.

4. Indicative approach to financial planning

We would like you to propose a fundraising business plan including amounts you could secure. We welcome your professional assessment of what is achievable and your proposed approach to meeting fundraising goals.

Your proposal should include:

- Realistic and ambitious fundraising targets based on TIHR's profile and your experience.
- Timeline to achieving first secured funding.
- How you would build a sustainable pipeline.
- Expected return on investment.

5. Time commitment and engagement model

We are looking for a proposal based on a day rate budget with an indicative time commitment of approximately two days per week. However, we are open to proposals that achieve our goals through fewer days per week over a longer engagement period; variable intensity (e.g. an intensive initial phase, then reduced ongoing support); or other models you recommend based on achieving outcomes.

Your proposal should specify:

- Your recommended days per week/month.
- Duration of engagement (e.g. 12 months, 24 months, rolling contract).
- Rationale for your proposed time commitment.
- Flexibility for scaling up/down based on pipeline activity.

6. What TIHR will provide

- Detailed information about TIHR, our work, and specific projects/initiatives.
- Access and close working with key staff to develop the fundraising strategy, cases for support and technical content, proposals, and to acquire in-depth understanding of our goals, methods and mission.
- Existing materials (annual reports, project descriptions, impact evidence).
- Timely responses to funder queries and reporting requirements.
- Our existing prospect research and funder intelligence. The successful applicant will need to manage prospect tracking.

7. Requirements

The successful proposal will demonstrate:

- Proven track record of securing six- or seven-figure grants from trusts, foundations, and/or corporate partners.
- Experience with organisations doing applied social impact work — not just pure research, but organisations delivering programmes, services, or interventions.
- Understanding of hybrid revenue models — organisations that combine earned income with philanthropic funding.
- Excellent bid writing skills — ability to craft compelling, tailored cases for support.
- Relationship cultivation expertise — not just transactional applications, but building genuine funder partnerships.
- Strong awareness of inclusivity: your proposal should demonstrate how you will build authentic relationships across diverse communities and sectors and reflect the breadth of perspectives needed to address complex social challenges.
- Track record with fundraising in one or more of these sectors:
 - Systems change work.
 - Arts and cultural programmes.
 - Applied research for social impact.
 - Widening access to learning.
 - Organisational development and action research.
- Capacity building approach — while we want you to do the fundraising, we value approaches that would strengthen our organisational capabilities alongside delivery.
- Well-developed ethical standards to guide us on an ethical approach to fundraising.
- Professional standards — adherence to Chartered Institute of Fundraising codes and Fundraising Regulator guidelines.

Desirable experience

We would also particularly value:

- Experience with corporate partnerships that blend consultancy services with philanthropic support.
- Knowledge of funders interested in systems change, social innovation, widening participation in learning and organisational development.
- Track record with arts funders (we have a compiled list of potential arts access funders).
- Experience working with established institutions like ours, with strong reputations but limited prior philanthropic fundraising.
- Understanding of the social science/applied research sector.

8. Your proposal

Please submit a proposal (maximum 12 pages plus limited appendices) including:

8.1 Understanding (1.5 pages)

- Your understanding of TIHR's context and fundraising opportunity.
- Key challenges and opportunities you identify.

8.2 Approach (3–4 pages)

- Your proposed methodology for identifying prospects.
- How you would develop compelling cases for support.
- Your approach to relationship cultivation and stewardship.
- How you would manage the pipeline without TIHR having a CRM.
- How you balance capacity building with delivery.

8.3 Fundraising business plan (2–3 pages)

- Ambitious and achievable fundraising targets for years 1 and 2.
- Timeline to securing first funding.
- Breakdown of expected funding sources (trusts/foundations, corporates, etc.).
- Pipeline development strategy.
- Expected return on investment.

8.4 Time commitment and costs (1.5 pages)

- Your day rate.
- Recommended days per week/month.
- Proposed start date.
- Proposed duration of engagement.

- Total cost projection.
- Any additional costs (travel, prospect research tools, etc.).
- Payment terms.

8.5 Relevant experience and team (2 pages)

Three to four case studies of similar or transferable work, including:

- Client profile.
- Funding secured (amounts and sources).
- Time period.
- Your specific role.
- References with contact details.

CV summaries of who would work on the project, their relevant experience and expertise.
Full CVs in appendices.

9. Evaluation criteria

Proposals will be evaluated against:

Criterion	Weight
Understanding of TIHR's context and fundraising opportunity	15%
Quality and credibility of proposed approach	25%
Track record and relevant experience	30%
Realistic and compelling fundraising business plan	20%
Value for money (cost vs. expected return)	10%

10. Tender timeline

Stage	Date
Tender issued	Week beginning 2 March 2026
Deadline for questions	Wednesday 11 March 2026
Responses to questions posted on our website	Wednesday 18 March 2026
Proposal submission deadline	Wednesday 25 March 2026
Interviews with shortlisted candidates	Week commencing 13 April 2026
Proposed start date	April/May 2026, to be agreed

11. Questions and submissions

Questions: Please submit any questions in writing to Fatima Kamate: f.kamate@tavinstitute.org by Wednesday 11 March 2026. We will post anonymised responses online by Wednesday 18 March.

Submissions: Please submit your proposal as a PDF to Fatima Kamate: f.kamate@tavinstitute.org by 18.00 on Wednesday 25 March 2026.

Format: Proposal maximum 12 pages (excluding limited appendices for CVs, case studies, etc.).

12. Additional information

- TIHR reserves the right not to award a contract.
- TIHR may request presentations or further information from shortlisted consultants/consultancies.
- All costs incurred in preparing proposals are at the applicant's own expense.
- Please treat all information in this brief as confidential.



We look forward to receiving your proposal and potentially working with you.