# **Carmichael - REQUEST FOR TENDER - INDEPENDENT EXTERNAL REVIEW OF BOARD EFFECTIVENESS**

**Carmichael**

Carmichael is a leading specialist training and support body for nonprofits in Ireland. Our training, support and resources enable our members and partners to be:

* Better informed and equipped to carry out their own remits more effectively
* Aware of and able to employ best practice for good governance
* Better networked with and supported by peer organisations
* More efficient and effectively run so that they are trusted by their funders and supporters.

With over 30 years’ experience based on a foundation of 40+ resident organisations we provide expert guidance to nonprofits to support them to become more effective and impactful at what they do. We believe good governance is the beating heart of a healthy nonprofit sector.

Carmichael as an accommodation provider also believes that by co-locating in a shared space, pooling resources and tapping into peer support and services, that resident organisations in both Carmichael House and Coleraine House can save time, reduce cost, upskill and thereby, focus more on delivering quality services to their beneficiaries.

## **Our Mission**

To work with nonprofit organisations to enhance their governance and effectiveness in delivering their objectives, by using Carmichael’s sector knowledge, experience, resources and physical space to help them achieve real and positive change for their beneficiaries.

## **Our Vision**

A society where nonprofit organisations are valued and supported to achieve their goals and positively impact their beneficiaries and communities.

**Our Work**

Our mission is to champion the role of Irish charities and community organisations in building a flourishing society and to support them to do work that has a positive impact. Our four strategic aims are:

1. Being an authoritative sector voice
2. Supporting a diverse sector
3. Building a vibrant community of members
4. Performing well to deliver success

**Our Values**

* **Good Governance:** We uphold and promote the principles of good governance: integrity, transparency, accountability,  
  effectiveness and leadership.
* **Communities of Practice:** We operate as a leader across the sector to build communities of practice spreading knowledge  
  and embedding insights into organisational performance.
* **Quality:** We strive for the highest possible standards of professionalism and expertise in everything we do.
* **Responsiveness**: When organisations contact us, we work with them to meet their needs. We work to understand the needs of nonprofits that contact us and respond with solutions that are practical and tailored to their specific requirements.

**Our Governance**

Carmichael’s constitution allows for up to 12 Directors. Carmichael currently has 12 Directors, with 2 due to retire and be replaced at the AGM in June 2023. Our Board members bring a range of skills and experience to the Board. Profiles of all Board members can be viewed [here](https://www.carmichaelireland.ie/about-us/patron-board/).

Carmichael’s Board is supported by 4 Board committees:

The role of the Audit & Finance (AFC) Committee is to oversee the efficient financial management of Carmichael, including the raising, collection, investment, borrowing and outlay of all monies required for Carmichael. It liaises with the external auditors and reports directly to the Board. This is the only Board committee to include a non-Director. The AFC met seven times in 2022.

The Risk and Governance (R&G) Committee oversees the Company’s compliance with the Governance Code, the development of a succession plan for the Board, CEO and key personnel, the assessment of risk, health and safety. This committee also oversees the conduct of the internal Board Effectiveness Evaluation and Skills audit each year. The R&G Committee met seven times in 2022.

The role of the Strategy, Marketing & Communications (SMC) Committee is to provide oversight and guidance to the CEO and Management Team on the development, implementation and evaluation of Carmichael‘s strategic plan and its marketing and communications strategies. The SMC Committee met five times in 2022.

The Remuneration Committee (RemCo) was established in 2022 and has delegated responsibility for considering and recommending to the board, Carmichael’s policy for remuneration, in accordance with relevant guidance. The RemCo Committee met twice in 2022.

**The Assignment**

Carmichael is inviting interested parties to submit proposals to review the overall effectiveness of how the Board does its work and how its structures and processes align with the implementation of our [Strategy](https://www.carmichaelireland.ie/about-us/strategic-objectives/).

**Deliverables and outputs**

It is expected that through desk research, questionnaire, a series of engagements with the board, its sub-committees and other relevant people from the executive, the consultant appointed will complete their work with a report which contains a series of recommendations to improve Carmichael’s Board Effectiveness.

**Qualification and Requirements**

Consultants that wish to submit a proposal shall meet the following minimum criteria:

1. Proven track record in conducting board effectiveness reviews for organisations in the nonprofit sector and of similar size to Carmichael.
2. A strong understanding of the various frameworks and codes and standards that apply across various sectors, including nonprofit.
3. Demonstrable ability to render consulting services in the most professional, effective and efficient manner by providing references

The following criteria will be used in shortlisting of consultants to meet.

* Qualifications – 25%
* Approach – 25%
* Similar experience in nonprofit sector – 25%
* Price – 25%

The selection of the successful consultancy company / candidates will be based on these criteria.

Shortlisting will apply.

**Timeframe**

Carmichael is seeking proposals by 19 February 2023.

Interviews for a small number of shortlisted candidates will take place online on the afternoon of Thursday 23rd of February 2023.

Confirmation of appointment for this project will be done with the successful contractor no later than Friday 3rd of March 2023.

It is anticipated that this review will be an agenda item at the Board meeting to be held on the 16th of May, so the contractor will need to be available for a presentation on the review’s key findings to the Board from 5pm to 5.45pm. A draft of the review report should be submitted to the R&G committee by the 25th of April at the latest.

**Proposal Submission**

Those wishing to be considered should submit a brief proposal (max 4 or 5 pages) to the Executive Assistant to the CEO, Róisín McGuigan at [roisin@carmichaelireland.ie](mailto:roisin@carmichaelireland.ie) by 19 February 2023.

It should include:

* Justification of why they are the most suitable consultant for the work, and a brief methodology on how the work will be conducted
* Work and time plan including the scheduling of main activities and time inputs required per consultant/s
* Insurance details
* Three (3) client referees

The financial proposal shall be in Euro and include:

* Fee rate and time inputs required as presented in the work and time plan. The total price shall be broken down by specific deliverables and outputs
* Any reimbursable expenses envisaged

Proposal should not exceed €7,000 plus VAT (including expenses)

The payment shall be based on approved deliverables and outputs and production of invoice.

The information provided shall also incorporate:

* Company profile (clearly stating full contact details, physical address, email and phone numbers)
* Declaration of relationships – describe if your organisation/employees have any business or personal relationships connected to Carmichael or any of the staff or board members of Carmichael
* A statement of availability of key consultant/s during the timeframe of the assignment period
* Certificate of incorporation or registration (where relevant)
* Tax status and any appropriate certificates

**For further details on the tender please contact:**

Executive Assistant to the CEO, Róisín McGuigan at roisin@carmichaelireland.ie