



## Request for Tender to complete an Interim Evaluation of Bat Conservation Ireland's Strategic Plan 2022-2025

### Introduction

#### Bat Conservation Ireland

Bat Conservation Ireland is an independent, non-profit, charity that is Ireland's leading authority on bats. We conduct monitoring and research to increase knowledge of all Irish bat species, and work to secure and expand existing bat populations, and where feasible to extend their ranges. We aim to develop a genuine and widespread understanding and appreciation of bats amongst the public, state agencies and other organisations, and to secure consistent protection of all bat species and the ecological infrastructure necessary to support them.

### Objectives

Bat Conservation Ireland's main objective is 'the advancement of education and the promotion of the conservation and study of bats on the island of Ireland and elsewhere in the world'. This is carried out through:

- **Education:** Disseminating education materials;
- **Community Engagement:** Giving talks and leading bat walks;
- **Conservation:** Carrying out nationwide surveys and monitoring of bats;
- **Collaboration:** Acting as an umbrella group for local bat groups;
- **Data Research:** Providing a central repository for bat records.

### Current Plan and Organisational Review

The current Strategic Plan covers the period 2022 – 2025. It is an ambitious plan and as a result we have scaled up staff in order to meet the objectives of the plan. We would like to get a full review of the organisational structure, strengths, weaknesses and gaps that need to be filled, so that we can evaluate where best to allocate our resources. As the organisation has been going through a period of growth, we want to make sure that we have all of the structural needs in place to continue to grow and if necessary expand our areas of work.

### Strategic Priorities

The Council of Bat Conservation Ireland recognises the need to advance and promote the highest standards and levels of achievement in protecting, monitoring, and supporting bat species and populations in Ireland. In this context, the Bat Conservation Ireland Strategic Plan 2022-2025 identifies seven key objectives that it will prioritise, through its annual operational plans, to keep pace with changing ecological infrastructures and to meet the needs of our stakeholders.

**Advocacy.** To advocate on behalf of bats to a variety of audiences including the general public, agencies, and public bodies within Ireland and the EU. This work is focused on increasing the general understanding of the value of bats, as well as the benefits they provide and obtaining commitments to their protection.

**Education.** To be a trusted and reliable source of information and commentary for students and the public by providing up-to-date education initiatives which increase knowledge and understanding about bats and which drives support for their protection.



**Monitoring.** To conduct extensive monitoring of bat populations across the island of Ireland and to ensure accurate knowledge of these and ongoing related trends.

**Research.** To facilitate, develop and share a comprehensive knowledge-base of bat species through Bat Conservation Ireland's activities and collaboration with institutions on the island of Ireland and internationally.

**Resources.** To produce contemporary resources to support bat populations, including information and guidance, for diverse stakeholders.

**Collaboration.** To network, co-operate, collaborate and work with other national and international bat and ecological organisations and groups.

**Organisational Development.** To align and integrate our capabilities, communications and infrastructure: to uphold our vision, mission and values; to meet the expectations of our stakeholders, and to implement the initiatives of our Strategic Plan.

We are currently approaching the end of our current strategic plan period and want to evaluate how well these priorities have been achieved over the past 2.5 years and how they will inform our work in terms of our strategic priorities and what plans we need to put in place to the end of this period and going into our next strategic planning period.

### **Our Current Vision**

Our vision is for humans and bats to co-exist in harmony in Ireland.

### **Values and Guiding Principles**

**Professionalism:** We are committed to promoting the conservation of bats and bat habitats through science-based education, emerging research and contemporary best practices.

**Collaboration:** Together we are stronger and through collaboration, our work is better as we strive to achieve our collective goals.

**Learning:** By learning from our experiences and each other, and implementing those learnings, we are continuously moving forward, innovating, and improving.

**Respect:** We foster and safeguard a culture where everyone's contributions and relationships are respectful and respected.

**Integrity:** We consistently conduct ourselves ethically with honesty, openness, fairness and accountability.

**Diversity:** We value the different ideas, strengths, interests, and cultural backgrounds that make our organisation successful. We welcome healthy debate and differences of opinion.

**Reflection:** We continuously monitor and evaluate our plans and performance to ensure that we meet our goals efficiently and effectively.



## **Context**

Bat Conservation Ireland see 2024 as a time to evaluate progress made to date against the current strategy as well as identify areas for improvement in order to meet the objectives set out in the current plan and beyond. Added to this, the external context in relation to environmental protection and conservation has and is changing, and we want to understand how to best respond. Our aim is that by October 2024 we will:

- Have a better understanding of where our strengths lie, what areas need further support and where we need to allocate resources;
- Understand how we have met the objectives in our current Strategic Plan and feasibility of meeting the outstanding objectives of the plan
- Identify where Bat Conservation Ireland can make the most significant contribution in promoting and protecting our Irish bat species.

The strategic review will involve the management Council, staff team, members, bat groups, volunteers, funding partners, partner agencies and other identified key stakeholders.

## **Requirements**

We are seeking a Consultant(s) to undertake an interim review of our organisation and Strategic Plan 2022-2025 to date. The organisational review should look at the organisational structure, education initiatives, monitoring programmes, contribution to research, development of bat conservation resources, collaborations with national and international bat and ecological organisations and groups, as well as pertinent stakeholders and organisational capacity and development. It should identify strengths and weaknesses in our organisation and identify potential gaps that need to be prioritised moving forward to meet the full objectives set out in our Strategic Plan to date and going forward.

Specifically, these are the outputs we require:

- Organisational Review – identify current strengths and weaknesses in the current structure of the organisation. Identify gaps in the current structures as well as capacity issues in comparison to similar organisations. It is important to also identify opportunities that exist that may assist us in meeting our objectives.
- Evaluate the organisation's ability to withstand any further growth and identify areas of priority in terms of specific risks in current structure, communication and decision making.
- Evaluate success of current plan - to complete a comprehensive Review of our performance against the current strategy and to facilitate Council and Staff engagement with the results. The review outcomes will form the basis for the priorities selected in the Strategic Plan.
- To strengthen learning for key staff and board members with respect to leadership, teamwork, culture, developing and implementing strategy, effective communication, collaboration, and organisational structure and development.
- Present a completed Review, together with recommendations to Bat Conservation Ireland Management Council by the end of October 2024.



### **Timeframe and Process**

It is envisaged that the successful tenderer will deliver work in two phases:

Mid June – Mid September 2024 will focus on review of the current Strategy and overall organisation,  
Mid-September - October 2024 – Draft and submit report on organisational and strategic review of Bat Conservation Ireland

### **Accountability and Management**

The contract for services lies with Bat Conservation Ireland. The primary point of contact for the successful tenderer will be Dawn Quinn, Administrative Manager. The successful tenderer will be expected to:

- Maintain regular contact with the Administrative Manager, responding to communications in a timely manner
- Be flexible and responsive to the needs of the organisation as they arise
- Be proactive in seeking clarification, information or guidance as needed

### **Competency and Expertise Requirements**

- an understanding of ecological and environment issues and landscape generally
- an understanding of issues that affect environmental NGOs and charities
- a proven track record in project management
- insight and empathy
- authority/credibility
- experience in strategic evaluation and recommendations
- a good reputation with previous clients
- conflict management skills and confidence about handling conflict
- ability to help clarify our outcomes
- a commitment to helping us reach our desired outcomes
- honesty and fairness
- logic, self-discipline and the ability to operate systematically
- commitment to deadlines
- verbal and written skills
- a style that suits our organisation, and
- reasonable rates, measured against market prices

### **Tender Requirements**

Tenders for this work must include:

- Name of applicant/organisation name, address and contact details. In the case of an organisation, please assign one person as the principal contact
- A statement outlining the understanding of the brief (max 1000 words)
- Personnel involved – details of all personnel who will be involved, including a CV which outlines their qualifications/experience
- Description of proposed project approach, methodology, actions and timeframe (max. 1500 words)
- Examples of two relevant previous projects along with a separate referee for each, including contact details, for both projects
- Costs – detailed costs including any associated costs, VAT inclusive (approximate budget of €8,000)
- Notification of any potential conflicts of interest



- An up-to-date copy of the tenderer's Tax Clearance Certificate and relevant insurances.
- Signed Declaration of all the above

### **Evaluation of Tender Submissions**

Evaluations of Tender submissions will be based on criteria specified in the Tender requirements, using the following award criteria:

- Understanding the Brief 20%
- Relevant Knowledge, Expertise, Experience, Project Management and Resources Allocated 30%
- Content and Quality of Proposed Plan and Methodology 30%
- Cost 20%

Total marks 100%

Tenderers must achieve a minimum score of 60% of the total marks available for each of the individual qualitative criteria.

Any Tender which does not meet this minimum threshold shall be excluded from further consideration.

#### **(a) Understanding the Brief**

Those tendering should demonstrate in their proposals a good understanding of the brief and issues which this strategic plan is seeking to address, including an excellent understanding of issues relating to strategic planning, NGOs, the environmental landscape in Ireland and the main issues faced in environmental and wildlife protection and conservation

#### **(b) Relevant Knowledge, Expertise, Experience and Resources Allocated**

The highest scores will be awarded to the tenderers with the most appropriate knowledge and experience in delivering similar projects. The tenderer must supply a CV of the person who will be carrying out the work.

#### **(c) Content and Quality of Proposed Plan and Methodology**

This refers to the proposed approach to the design and development given the content in this Request for Tender. Tenderers must demonstrate their capability to bring the contract to a satisfactory conclusion by describing the methodology of approach to accomplish the project's required outcomes within the stated timeframe.

#### **(d) Cost**

This must include all costs and expenses for the work. Quotations should be inclusive of VAT and in Euro. All prices quotes must remain valid for the duration of the work. (approximate budget of €8,000)

A Tender assessment panel will assess the applications and to award the contract to the successful tenderer. The panel will have to be satisfied that the method and programme of work meet the requirements outlined and are cost effective. The panel does not commit itself to accepting the lowest Tender and will not accept any responsibility for any expenses incurred in the preparation and submission of a Tender. The panel may cancel the process at any time. Exchange House Ireland will not engage in any discussions or negotiations in advance of adjudication. Following completion of the Tender evaluation, the successful tenderer will be notified in writing by email. Once the offer is



accepted, emails will be issued to the unsuccessful tenderer/s notifying them of the result. Bat Conservation Ireland is not in a position to provide feedback on unsuccessful tenders.

#### Shortlisting

A shortlist of applicants may be invited to present or provide further information on their bid prior to selection. An invitation to interview will not be an indication that a contract has been awarded. Applicants attending such interviews will do so at their own cost.

#### Budget and Schedule of Payments

A payment schedule will be agreed with the successful tenderer prior to the commencement of the work based on project deliverables.

#### Insurance

The successful tenderer must produce evidence of professional indemnity as part of the Tender submission and this cover needs to be in place for the duration of the contract for work.

#### Conflicts of Interest

Any conflicts of interest involving a tenderer must be fully disclosed in a timely manner Bat Conservation Ireland. Failure to disclose a conflict-of-interest may disqualify a bidder or invalidate an award of contract, depending on when the conflict of-interest comes to light. If no conflict of interest exists, tenderers must indicate that in writing.

#### Ownership of Material Resulting from this Work

Bat Conservation Ireland will retain ownership of research, materials and/or documentation resulting from the development of this review and any recommendations made. All research, materials and/or documentation must be returned to Bat Conservation Ireland on request or in the event that the contract is terminated. No part of the research, materials and/or documentation may be used without the prior consent of Bat Conservation Ireland.

#### Closing Date for Receipt of Tender

The closing date for receipt of the Tender to Bat Conservation Ireland is 5pm on 29 May 2024. Any tenders received after this time and date will not be considered for adjudication. Tenders should be sent by email to [admin@batconservationireland.org](mailto:admin@batconservationireland.org) by the closing date.