



Invitation for Expressions of Interest  
Are invited for

The Development of A Strategic Plan

for  
The Camogie Association

2024-2027

May 2023

# Invitation To Tender May 2023

An Cumann Camógaíochta (the Camogie Association) is seeking Expressions of Interest from suitably qualified individuals/ organisations to assist in the preparation of the Association's National Development plan 2024-2027.

The Association's last development plan 'Reach Your Goals, Exceed Your Expectations' 2020-2023 is due to conclude at the end of 2023.

The Association is an All-Island National Governing Body (NGB) for the Sport of Camogie, with a current staff team of 19 employees across the Island, and a significant number of volunteers involved in all aspects of the Association's activities, e.g., coaching, administration and governance.

## Our Vision

Camogie is at the heart of our communities, a game that inspires, an Association for all.

## Our Purpose

To develop and promote Camogie at all levels to inspire current and future generations and preserve the heritage of our game.

## Our Values

- **Aspiration** - Our passion and pride for Camogie, its tradition and its heritage guide our aspirations and the development of the game.
- **Teamwork** – We work in partnership to enhance all aspects of the game at all levels.
- **Leadership** - We lead with integrity and transparency, we have the courage to make strong decisions for the good of the game, to be innovative and provide inspiration both on and off the pitch.
- **Volunteer** - The foundations of the game are clubs and volunteers; we value and recognise their role and contribution. This underpins our approach and delivery.
- **Community** - Camogie is an inclusive game, accessible to all and built on an ethos of respect, fun and enjoyment.

## BACKGROUND INFORMATION

The Camogie Association is the National Governing Body for the sport of Camogie, and it is responsible for promoting and developing the game, and its governance structures. The Association is an independent voluntary organisation founded in 1904. The Association is part-funded by Sport Ireland. In addition to Sport Ireland funding, the Association is supported by the GAA, and by revenues generated directly through affiliation fees, gate receipts, and provision of services to units of the Association, as well as income from sponsorship and commercial activities.

Camogie is a very popular female team sport in Ireland with 622 (2023) 608 (2022) registered Camogie clubs, and approximately 100,000 members enjoying a range of training and competition outlets for players of all ages. All of this is facilitated through the work of a vast volunteer network who work collaboratively with the Association's staff. Camogie has been recognised as making a significant contribution to Irish Sport, as part of the family of Gaelic games (Hurling, Camogie, Gaelic Football, Ladies Gaelic Football, Handball, and Rounders), with over 2% of the population volunteering in Hurling and Camogie (Source Irish Sports Monitor), and more than 100,000 people playing our game.

In 2018, Camogie (along with Hurling) was added to UNESCO's list of protected cultural activities around the world.

Camogie operates at club, county, provincial and international levels with teams of all ages participating in the sport in recreational and competitive activities.

The Association works closely with colleagues in The Gaelic Athletic Association (GAA) and LGFA (Ladies Gaelic Football Association) at all levels of sport, administration and governance.

The Gaelic Games family are currently working on an Integration project, to bring the three associations together.

As part of the NDP development processes, we are currently carrying out member 'baseline research', in conjunction with Sheffield Hallam University (SIRC) with a survey to date completed by close to 4000 members, which will inform the development of the next Strategic Plan.

This survey is currently underway with initial findings to be available in June 2023 and final report to be completed in July 2023.

## Strategic Plan 2024 – 2027 - Requirements

We are seeking to appoint a consultant to support the development of a refreshed Strategic Plan for the years 2024 to 2027. It is envisaged that the new Strategic Plan will incorporate our:

- Vision
- Mission
- Values
- Strategic Goals
- Strategic Objectives
- Measuring our Impact

The Strategic Plan will also provide clear measures of the impact of our work, setting the direction and determining key strategic objectives, considering what success will look like in 4 years' time whilst also considering our target groups, target areas, strategic direction and approaches, and delivery of activities/projects/campaigns to build on the progress to date.

The plan will also consider and incorporate objectives that Align with the National Sports Policy and Sports Actions Plans (current and related) and best practice in International Sports Development.

This will involve:

1. Consideration of the baseline data collated in 2023 including that in relation to the Current NDP – Reach Your Goals, Exceed your Expectations
2. Identification of Key Strategic Targets to be achieved over the life of the plan.
3. Creation of A new Strategic Plan for 2024-2027.
4. Ensuring that the reporting system (internal and external) in place is aligned to the strategic plan, to enable effective measurement and reporting on quarterly and annual progress to various stakeholders.

## Key Dates

1. A draft of the plan should be submitted for consideration and feedback to Ard Chomhairle in September 2023, to inform work planning for 2024.
2. Formal adoption of the Plan by Ard Chomhairle in October 2023

3. The final plan to be formally ratified at Congress 2024 (April 2024) and
4. Implementation to commence Jan 2024.

The plan will build on the current key Strategic Pillars

- Passion - The Game
- People - Volunteers
- Pride - identity
- Place – Leadership

## Approach:

The successful individual/ organization will have responsibility for driving the initiative which will draw on their necessary expertise and knowledge.

They will work closely with the Strategic Plan Development Committee and National Development Plan Implementation Committee

They will consider previous research, national development plan and research currently underway and may engage with focus groups.

The consultant will report to the CEO and Uachtaran at regular intervals.

## Budget:

- A fixed Price fee is to be proposed.
- VAT should be identified clearly within the proposal.
- All expenses to be agreed in advance.
- Please clearly outline all fees.
- A detailed breakdown of costs associated with all elements of the project should be submitted.
- A current tax clearance certificate will be required.
- This contract will be awarded based on a fixed price contract, and as such, all costs must be quoted (and clearly indicated) as a fixed price in Euro.
- The successful consultant is expected to work within the agreed budget and report regularly on budgetary issues.

## PROPOSED CONTRACT

The contract will commence from 10th July 2023

## TENDER PROCESS

The Association invites you to provide an Expression of Interest by **12 Noon on Thursday 29<sup>th</sup> June 2023, detailing:**

1. **Details of your organization**
  - a. Company Address
  - b. Contact person (s)
  - c. Year established and company background.
  - d. Number of customers currently being serviced.
  - e. Comprehensive list of available products or services
  - f. Provide any additional background information.
2. **Your staff team** – Please include relevant qualifications & experience and indicate the lead professional service provider for Camogie should you succeed in this application. Tenderers must also include subcontracting information in this section if subcontractors will be engaged. Subcontractors must be named and their roles in the project briefly described. Tenderers should provide this general background information.
3. **Approach to the Task** – Please specify how your firm proposes to deliver the Camogie Association Strategic Plan.
4. **Relevant experience** in the Sports Industry in Ireland.
5. **The nature of work that your firm specialises in**, indicating the proportion of professional work undertaken that is directly relevant to this invitation. Please include any unique aspects of your organisations provision, which might set them apart from others.
6. **Proposed Fee Structure**, with a clear indication of the level of support available for any fixed fee proposed and how fees would be calibrated for varying levels of activity beyond an assumed (and specified) minimum level of service.
7. **Relevant insurance in Place.**
8. **Confirmation of Tax Compliance**
9. **2 relevant references**, which can be contacted.
10. Any other relevant information.

## ASSESSMENT OF TENDERS

Tenders will be assessed on the following criteria:

1. Experience of providing services to similar organisations
2. Understanding of the Association and its challenges and risks
3. Quality of experience of proposed personnel and supports available.
4. Fees / Price
5. Environmental awareness
6. Evidence of Tax Compliance
7. Evidence of insurance

Please note that the Association will not be obliged to award the contract to the lowest priced tender.

## FURTHER INFORMATION & CONTACT INFORMATION

Further information is available from Sinéad McNulty, CEO by email at [sinead.mcnulty@camogie.ie](mailto:sinead.mcnulty@camogie.ie), or phone 087-2156494 during office hours.

**Other Information not necessary to include on document sent out but to use as checklist.**

A supplier must align with the Camogie Association aims and ethos as state in chapter 1 of the Official guide.

For each **new supplier** the following information table must be completed prior to agreeing services.

<b>Supplier Selection Background Information</b>	
Business Name of Supplier	
Location of Supplier	
Products/Services provided by supplier. (Attach a list if necessary)	
Name of business owner/ sales representative	
How many years has the supplier been trading?	

For each new supplier being considered the following checklist must be completed

<b>Supplier Selection Review</b>	
Is the supplier pricing competitive? Attach list to this checklist	
What are the payment terms for this supplier?	
Does the supplier provide warranties, guarantees etc.?	
Are the suppliers' representatives knowledgeable of the products/ services and industry?	
Is there an alternative to this supplier, has the alternative supplier been considered?	
What are the delivery services of the supplier?	
Has a credit check been undertaken for the supplier (attach to this checklist)	
Has the supplier been trade checked (attach this to this checklist)	
Insert additional information required to assist in the decision of appointing a new supplier	

**Appointment of Supplier**

The appointment of a new supplier (within reason) will be authorised by the Finance department. All relevant details of the supplier will be entered into the financial system once approval is obtained.

**Supplier Payment Terms**

All supplier payment terms must be a minimum of 30 days.

Any variation to the above must be authorised by the Finance department.

All supplier payments are to be reviewed once a year to ensure that payment terms are adhered to.