



European Union Network for the Implementation  
and Enforcement of Environmental Law

## **Request for Proposals for a Corporate Governance Review**

### **About IMPEL**

Founded in 1992, the **European Union Network for the Implementation and Enforcement of Environmental Law** (IMPEL) is a network of practitioners in the field of permitting and enforcement of environmental law with currently 36 member countries and 55 member organisations. Its mission is to contribute to protecting the environment by promoting the effective implementation and enforcement of EU environmental law.

IMPEL has adopted a [strategic work programme](#) for the years 2016-2020, which includes a commitment to 1) engage more with and respond to member needs, 2) build the network by attracting new members, and 3) further developing the IMPEL organisational structure.

In 2017, IMPEL published a [position paper](#) – IMPEL, the Next Generation - which lays down 6 ambitions that answer the question: *Where does IMPEL want to be in 10-15 years' time?*

Currently, the main IMPEL governance bodies are:

- The General Assembly,
- The Board,
- 5 Thematic expert groups,
- The communications group, and
- The Secretariat.

### **Background for this proposal**

IMPEL has significantly developed and expanded during the last few years. Internal work processes and ways of working have become increasingly more complex. This is due to various dynamics.

As environmental compliance, implementation and enforcement, the core business of the network, has become a (political) priority of the EU, expectations and ambitions of the network have grown over the recent years.

For its activities and network support, significant other funding schemes and other funding sources outside the traditional ones have become available. This growth has had and still has an impact on how the network functions. Larger programmes and projects are being executed. The Secretariat has grown in a very short period from 1,5 staff members to currently 6 and more are expected to join the secretariat shortly.

The landscape of compliance and enforcement and stakeholders have changed. IMPEL is dealing with a much broader range of partners.

This expansion of the network, its activities and ambitions have highlighted some challenges for the network as it is in its current governance form.

### **Corporate Governance Review**

IMPEL is looking to engage an experienced international consultant or firm of consultants to conduct a corporate governance review of IMPEL's current operations - are they still in line with good governance standards and best governance practice? And if this is not the case, what changes might be considered or required.

The consultant should assess the current governance framework and practices at IMPEL covering both the formal framework (policies, procedures and processes) as well as the effectiveness of the framework, i.e. its practical implementation. This baseline review should consist of a documentation review, desktop research, and interviews with key IMPEL stakeholders and partners. The interviews (either face-to-face or telephone) should cover the members of the Board, key members of the Secretariat, a selection of thematic experts, IMPEL member organisations, representatives of the European Commission and representatives of similar operating networks.

Based on this diagnostic the consultant is asked to develop different scenarios for possible governance models for IMPEL to adopt. The following elements should be described, including an assessment of the weaknesses and strengths for each scenario:

- Mission
- Mandate
- Tasks of the network
- Governance and organisational structure (including leadership and staffing)
- Transparency
- Risk and control management
- Stakeholders relations
- Required budget

The report should further include actionable and practical recommendations for bringing IMPEL's practices in line with good governance practice for international non-profit and membership organisations. A key output of the report should be a tailored governance maturity model that will support IMPEL in achieving its strategic objectives.

A draft version of the report should be shared with the IMPEL project team to solicit their feedback. After finalisation of the report, the consultant will be expected to present the main findings and key recommendations during an interactive workshop for IMPEL's leadership.

## Timeline

The project is anticipated to start in August 2019 and should be completed by 15 October 2019. The successful applicant will be expected to work to the following timescales:

- Tender exercise and contract award: by 16 August
- Diagnostic: from 16 August
- Draft report submitted: 23 September
- Presentation of findings: October

## Consultant Profile

The consultant should have:

- At least 10 years of experience conducting tailored corporate governance assessments across a variety of sectors and countries, especially EU jurisdictions;
- In-depth governance knowledge of international membership and not-for-profit organisations and NGOs;
- Proven expertise in delivering practical advice to boards of the above institutions;
- Deep, proven knowledge of international corporate governance best practice and standards such as the OECD Principals of Corporate Governance.

While the project will be fully conducted in English, knowledge of other widely-used EU languages will be considered a plus in the selection process. Understanding of the EU legal framework will also be considered a plus.

## Application Process

Interested consultants should submit their written proposals to [info@impel.eu](mailto:info@impel.eu) no later than **[12 August 2019 at 12pm Western European Summer Time]**. The documents should include:

1. *A technical proposal* of no more than 10 pages including:
  - a. The consultant's skills and experience to undertake this project, including examples of past projects and clients
  - b. The approach and methodology to develop the project deliverables;
  - c. A provisional timeline;
  - d. The consultant's team;
2. *A financial proposal*: The maximum budget for the Corporate Governance Review is EUR **[35000 euros]**, including expenses

Any questions should be directed to [info@impel.eu](mailto:info@impel.eu).