

Request for Proposal (RFP)

1. Introduction

The International Skating Union, hereafter referred to as "ISU," invites proposals from qualified legal or other advisory firms for the comprehensive rewrite of the ISU's Constitution and General Regulations. This initiative is aimed at ensuring our governance documents align with the latest best practices, legal requirements, and the evolving needs of our global sport.

2. About ISU

ISU is the governing body for Figure Skating, Synchronised Skating, Speed Skating and Short Track Speed Skating worldwide, dedicated to promoting, developing, and regulating the sport at all levels. We are headquartered in Switzerland, have the status of a non-for profit association under Article 60 Swiss Civil Code and have a diverse membership comprising national associations. The ISU website www.isu.org provides significant information about the ISU and its structures.

Specifically, the ISU's Constitution and General Regulations effectively form a single document every word of which is subject to the jurisdiction of the ISU Congress which takes place every two years. Below the Constitution and General Regulations are individual sets of Special Regulations and Technical Rules for every ISU sport and the each discipline within the sport of Figure Skating. These documents can be found here : <https://isu.org/inside-isu/rules-regulations/isu-statutes-constitution-regulations-technical>.

Between Congresses the regulations may be modified, suspended or clarified by the Council if extraordinary circumstances exist based on article 17/1 q) current Constitution published through Communications (Article 28).

3. Project Overview

The purpose of this RFP is to solicit proposals from firms with expertise in legal and governance advisory services. The selected firm will be responsible for reviewing, revising, and rewriting ISU's Constitution which is fully compliant with Swiss law, notably Swiss Association law, and best practise for international sports federations, incorporating, where relevant, recommendations from the IOC and other relevant bodies. This project will involve regular consultations with a designated Drafting Committee and presentations to a Member federation Consultation Group, the ISU executive Council and the general membership.

The aim of the project is to rewrite the ISU Constitution which will inevitably mean separating the general regulations from the Constitution and lay the legal fundament for a consistent system of bye-laws, including any necessary Drafting revisions to the Special Regulations and Technical Rules for each sport discipline. The scope of the project **does not** at this stage include any re drafting of the substance of the above regulations but there will have to be a consideration of how procedurally and by which body/bodies these Special Regulations and Technical Rules are amended/updated and drafted in the future. The project will most likely involve proposing new or updated bodies for the governance of the ISU in order to meet modern and best governance practises. To the extent that new Commissions and/or Committees are required or existing Commissions and Technical Committees need to adapt their composition and scope of responsibilities, this project will involve drafting terms of reference for such Commissions and Committees.

4. Scope of Work

The scope of the project includes, but is not limited to, the following tasks:

a) Initial Review and Assessment:

- Conduct a thorough review of the current Constitution and General Regulations and identify specific references to them in the Special Regulations and Technical Rules.
- Using best practices and benchmarking with similar organisations, propose an overall governance structure for the ISU which will be the framework for the drafting of the new Constitution and any associated documents.

b) Presentation and finalisation of Framework Structure

- Presenting the envisaged framework to the ISU Drafting Committee and Member Consultation Group. Take on board feedback for presentation of final framework to ISU Congress.

c) Drafting and Consultation:

- Develop an initial draft of the revised Constitution, as well as any necessary Drafting changes to the General Regulations, Special Regulations and Technical Rules arising as a direct result of changes to the Constitution.
- Conduct regular consultations with the Drafting Committee and the Consultation Group which comprises representatives from ISU's governance and Member Federations. Consultation will include presentations to stakeholder groups at ISU Championships either via video conference or in person as well as at least two webinar sessions open to the whole of the ISU Members.
- Review and analyze feedback and recommendations from the Drafting Committee, Member Consultation Group and the ISU Membership and provide their professional opinions regarding what should be incorporated in the final version of the new proposed ISU Constitution to be presented for vote at the Extraordinary Congress 2025.

d) Presentation and Revision:

- Present the revised drafts to the Drafting Committee and then to the executive Council and gather the Council's final feedback.
- Make final revisions based on the executive Council's input.

e) Finalization and Approval:

- Prepare the final version of the Constitution and Rules for approval.
- Present the final version to the ISU Extraordinary Congress 2025 for vote and adoption.

f) Implementation and Training:

- In consultation with the ISU Council and the Drafting Committee, provide if necessary, guidance on the timing of the implementation of the new Constitution and Bye-Laws
- If required, conduct training sessions or workshops for stakeholders to ensure smooth transition and compliance.

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5. Deliverables

The successful firm will be expected to deliver the following:

- a) **Project Plan:**
A detailed project plan outlining the timeline, key milestones, and consultation schedule.
- b) **Draft Documents:**
Initial and revised drafts of the Constitution and any minor Drafting revisions necessary to the General Regulations, Special Regulations and Technical Rules in order to implement the new Constitution.
- c) **Final Documents:**
The final version of the Constitution, General Regulations*, Special Regulations* and Technical Rules* ready for approval and implementation. To the extent that the proposed governance structure includes new bodies or important revisions to the functioning of existing bodies, Terms of Reference for those bodies will also form part of the deliverables. **These documents will be unchanged save for any required updated referencing to the new constitution.*
- d) **Reports and Presentations:**
Regular progress reports to the Drafting Committee and executive Council.
Presentations to the executive Council, Drafting Committee, Member Consultation Group and general membership online meetings.
- e) **Training Materials:**
In consultation with the Drafting Committee and if considered valuable to the implementation of the new Constitution, provision of training materials and resources for stakeholders to facilitate the transition to the new governance documents.

6. Timeline

The project is expected to be completed within 12 months from the date of contract award. Key milestones and deadlines will be outlined in the project plan. Key milestone dates are outlined below but final milestones will be agreed with the successful bid firm in to be presented in the project plan.



7. Proposal Requirements

Interested firms are requested to submit proposals that include the following information:

- a) Firm Overview:
A brief introduction to the firm, including relevant experience and expertise in similar projects.
- b) Team Composition:
Details of the proposed project team, including their qualifications and experience.
- c) Swiss Law expertise
If the bidding firm does not have in-house Swiss legal expertise, it should specify how it will consult with Swiss legal experts to ensure compliance with Swiss law.
- d) Approach and Methodology:
A detailed description of the proposed approach and methodology for completing the project.
- e) Project Plan:
A comprehensive project plan with a timeline and key milestones.
- f) Budget:
A detailed budget proposal, including all costs associated with the project.
- g) References:
Contact information for at least three references from similar projects.

8. Evaluation Criteria

Proposals will be evaluated based on the following criteria:

- a) Experience and Expertise:
Demonstrated experience in legal and governance advisory services, particularly in the sports sector.
- b) Approach and Methodology:
The proposed approach and methodology for completing the project.
- c) Team Qualifications:
Qualifications and experience of the proposed project team.
- d) Project Plan and Timeline:
The comprehensiveness and feasibility of the project plan and timeline.
- e) Cost:
Cost-effectiveness and value for money.

9. Submission Instructions

Proposals must be submitted electronically in PDF format to Jeremy Conrad-Pickles, Chief – Finance & Operations at conrad-pickles@isu.ch no later than **17h CET 5th July 2024**. Late submissions will not be considered.

For any queries or further information, please contact Jeremy Conrad-Pickles.

10. Confidentiality

All information provided in response to this RFP will be treated as confidential and used solely for the purpose of evaluating the proposals.

11. Conclusion

We look forward to receiving your proposal and thank you in advance for your interest in partnering with us on this important project.

Sincerely,

Patricia St Peter
ISU Council Member
Drafting Committee Chair

Jeremy Conrad-Pickles
Chief – Finance & Operations