

Invitation to tender for a strategic review of Learn with NALA's staffing and organisational structure

Deadline for submissions:

12 midnight, 17 November 2024



National Adult Literacy Agency

Áisíneacht Náisiúnta Litearthachta do Aosaigh

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1. About the National Adult Literacy Agency

The **National Adult Literacy Agency (NALA)** is a registered charity and membership-based organisation governed by a voluntary **Board** and four subcommittees.

We are committed to making sure people with unmet literacy, numeracy and digital literacy needs can fully take part in society and have access to quality learning opportunities that meet their needs. We believe literacy is a human right and collaborate with our partners to influence policy and practice to support the development of literacy, numeracy and digital literacy skills.

NALA currently has twenty-eight staff organised in three teams led by a Chief Executive Officer. NALA's core areas of work can be summarised:

- **Advocacy and policy**
- **Research**
- Learner provision and support including our **Learn with NALA** eLearning and Tutoring service
- Practitioner provision and support
- Literacy awareness training and outreach
- **Plain English service**
- European Union (EU) and pilot projects

Our core funding comes from SOLAS to support the implementation of the following two national strategies:

1. **Adult Literacy for Life**
2. **Future FET (Further Education and Training): Transforming Learning**

Additional income comes from **NALA's Plain English Service**, membership fees, donations, royalties, sponsorship and EU projects.

Further information can be found in:

- **Annual Report and Financial Statements**
- **Strategic Plan 2024-2030**
- **NALA's 1980 – 2020 – a Living History**

2. About the tender

NALA invites submissions from interested consultants to be considered for a contract to conduct a strategic review of Learn with NALA's staffing and organisational structure.

The successful consultants will be expected to:

- Locate Learn with NALA within the context of similar education providers in Ireland and the current and evolving policy, regulatory and technical context for online education. This includes the Government's **Future FET: Transforming Learning, Adult Literacy for Life** strategies, **Quality and Qualifications Ireland's** standards and guidelines and the EU Accessibility Act 2025.
- Review and analyse Learn with NALA's current staffing including its:
 - staffing complement and structure; and
 - job descriptions.
- Make observations and recommendations regarding how Learn with NALA:
 - compares to other similar education providers; and
 - should be staffed and structured to:
 - strategically respond to the evolving policy, regulatory, financial and technical context;
 - create a sustainable service that can meet diverse and evolving learner needs; and
 - enhance efficiencies and impact in organisation and delivery.

This review will inform a wider organisational review of NALA that the successful consultant may be considered for upon completion of this assignment.

An overview of Learn with NALA can be found in Appendix 1

Learning with NALA details the profile and experience of adult literacy, numeracy and digital literacy learners who used the Learn with NALA Tutoring Service and the Learn with NALA Virtual Learning Environment between March 2020 and November 2022.

3. Tender requirements

We require the following to be included in the tender submission:

- **A proposal** detailing your initial:
 - understanding of the scope of the work outlined above and Learn with NALA's operating context;
 - proposed project start date before **13 December 2024**; and
 - plan to carry out, in consultation with NALA staff and informed by desk research and the consultants' experience and insights, the following two phases / scope of work / project deliverables by **31 March 2025**.

1. Define	2. Design
<p>1.1 Undertake a review and provide an interim report outlining LWN's:</p> <ul style="list-style-type: none">• operating model, context and comparators; and• current challenges and opportunities. <p>1.2 Agree the organisational design principles and scope to applied to Phase 2 of the assignment.</p>	<p>2.1 Conduct the organisational review to create a final report that outlines the:</p> <ul style="list-style-type: none">• proposed design including any modifications to LWN's structure, job descriptions and services given available funding and capabilities; and• option(s) for future organisational design / provision subject to additional funding.

- **Costs:** Please provide an estimate of the:
 - total number of days' work proposed;
 - the days allocated to each member of the project team;
 - the daily rates;
 - and an overall project costing including VAT (Value Added Tax).

Please note: It is expected the overall cost of the project will not exceed €20,000 including VAT.

- **Experience:** Please provide details of the proposed project team to include:
 - the key contact person; and
 - the experience of each person assigned to the project.
- **Referees:** Please provide the name(s) and full contact details (postal and email addresses and telephone numbers) for two relevant and recent referees.

Submission deadline / details:

- **For further information, please contact:** Colleen Dube, Chief Executive Officer at cdube@nala.ie
- Deadline for submission of tender: **12 midnight Sunday 17 November 2024**
- Please email your tender: to Jonah Mudehwe, Finance and Corporate Services Manager at jmudehwe@nala.ie

Tender scoring and award criteria

Evaluation of and awarding of the tender will be based on the most qualified and competitive submission based on the following award criteria:

Award Criteria	Marks
Understanding of the tender	20
Proposed methodology and work plan	40
Proposed costs	20
Relevant experience of the tendering firm / team	20

Tenderers may be called to interview to inform the final selection process.

Prohibited Practices

A tenderer shall be excluded who:

- is bankrupt or being wound up, whose affairs are being administered by the court, who has entered into an arrangement with creditors or who has suspended business activities;
- is the subject of proceedings for declaration of bankruptcy or insolvency, for an order for compulsory winding up or a court liquidation, or who has a liquidator or receiver appointed over its assets, or for composition with creditors or any other similar proceedings;
- has been convicted of an offence concerning their professional conduct;
- has not fulfilled obligations relating to the payment of social security contributions; and/or
- has not fulfilled obligations relating to the payment of taxes.

Eligible Tenderers

Any conflict of interest or potential conflict of interest, for example, where the tenderer has competing interests or loyalties, must be fully disclosed in writing and brought to the attention of all concerned.

Notification of Award

NALA shall notify acceptance of the tender to the successful tenderer as soon as reasonably practicable, and in any event within one month of the closing date for receipt of tenders as set out in this document.

Confidentiality

All the information contained in this document is confidential to NALA and is given on the basis that this confidentiality will be strictly observed by all proposed tenderers and will not be disclosed to any other party without the prior consent of NALA.

General tendering information, terms and conditions

Costs	NALA will not be liable in respect of any costs incurred by any tenderer in the preparation of tenders in response to this invitation to tender or any associated cost.
Tax clearance	The successful tenderer must be in possession of a valid tax clearance certificate from the Irish Revenue Commissioners for duration of the contract. Such a valid tax-free certificate from the Irish Revenue Commissioners must be produced by a successful tenderer before execution of the contract. A valid tax clearance certificate means a tax clearance certificate issued by the Irish Revenue Commissioners. Tenderers not resident in Ireland must make application to the Irish Revenue Commissioners for such a certificate if their tender is to be considered.
Company registration	The successful tenderer, if a company, registered and/or carrying on business in Ireland, must comply with all obligations and requirements under the companies Acts 1963 to 2014, including the filing of up-to-date annual returns and a certificate to this effect must be provided by an officer of the tenderer with the tender documentation.
Copyright	This document and its appendices remain the property of the National Adult Literacy Agency.
False or misleading information	Tenderers who intentionally or carelessly supply false or misleading information will be disqualified from this tendering procedure on the discovery of such information.
Compliance of law	Tenderers should be able to provide on demand evidence of compliance with all laws applicable to the provision of the services that are subject to the invitation to tender, and in particular should be able to produce evidence that they have particular regard for statutory terms relating to minimum pay and any legally binding or sectoral agreements if applicable.
Termination	The contract shall contain provisions reserving to NALA the right to terminate any contract awarded if it is not satisfied with the performance by the successful tenderer of the contract. The satisfaction or dissatisfaction of NALA shall be evaluated in the context of the tenderer's proposal set out in part three of this document.

Requirements of invitation to tender	Tenders not conforming to the requirements of this invitation to tender will not be considered and will be returned to the tenderer.
Subject to contract	This invitation to tender is not intended to, and does not, create or evidence any legal or binding relationship, obligation or commitment of any nature between NALA and any tenderer. No such legally binding obligation or commitment shall come into being unless and until a formal legal contract is duly executed and delivered by NALA and the successful tenderer.
Disclaimer	This document is for information only and does not constitute, and shall not be interpreted as, an offer for sale, prospectus, or the basis of a contract. Candidates are recommended to read the documents thoroughly. NALA reserves the right to discontinue the procurement process at any time. No liability will be accepted for candidates' costs in connection with the procurement procedure, irrespective of the outcome, whether or not the procedure is cancelled or postponed.

Appendix 1: Overview of Learn with NALA

Background

Since 2000, NALA has provided direct educational support to adults with unmet literacy, numeracy and digital literacy needs in Ireland. Provision was initially in the form of a one-to-one over the phone and distance learning course.

In the 24 years since, support has been delivered through a variety of media including printed workbooks, national radio and television series ('Written Off'), and an online learning website ('Write On'). All of these offerings were complemented by one-to-one over the phone support. For more see **NALA's Leading the way in online learning report**.

In 2020, NALA launched its new Virtual Learning Environment (VLE), which is made up of:

- a website **learnwithnala.ie**, where learners can get information on their options and register for courses; and
- a Learning Management System (LMS) **learn.nala.ie**, where registered learners can take their online courses and a Customer Relationship Management (CRM) system for data management and reporting.

Through Learn with NALA, NALA offers the following services:

- 1. Learn with NALA Tutoring Service:** A one-to-one personalised over the phone Tutoring Service for adults with unmet literacy, numeracy and digital literacy needs.
- 2. Learn with NALA online learning service:** 43 online courses in literacy, numeracy and digital literacy at Levels 1 to 3 on Ireland's National Framework of Qualifications (NFQ). Adults with unmet literacy, numeracy and digital literacy needs register for courses on www.learnwithnala.ie and either
 - **learn independently online** with the option of one-to-one personalised support with Learn with NALA's Tutoring Service; or
 - **take the courses in a blended learning context** through registered Learn with NALA centres. Centres provide learners with support with enrolment and support in their online learning.

Learners have the option of taking courses aligned at National Framework of Qualifications (NFQ) Level 1, 2, 3 and Preparing for Level 3 in literacy, numeracy and digital literacy. Courses at Level 1 and Preparing for Level 3 are unaccredited. Learners can receive a NALA Certificate of Completion. Courses at Level 2 and 3 are accredited by Quality and Qualifications Ireland (QQI).

Both groups of learners are supported through a dedicated Learn with NALA Services Team who provide information, advice, resources, technical support and tuition through a helpline, email and post. Additional resources from NALA's library of resources are made available to learners through this support team. These include worksheets, videos and workbooks.

- 3. Learn with NALA Professional Development:** 5 online learning courses for adult literacy tutors to support their practice as well as for professionals who provide services to adults with unmet literacy, numeracy and digital literacy needs

Acronyms explained

LWN – Learn with NALA

VLE – Virtual Learning Environment

ETB – Education and Training Board

QQI – Quality and Qualifications Ireland

PD – Professional Development

Summary of learner numbers and activity: March 2020 – June 2024

Tutoring service statistics

	2020	2021	2022	2023	2024 (to 30 June)
Number of learners	455	428	378	538	271
Number of 1:1 learning sessions	4,882	4,287	3,004	3,114	1,315

Online learning statistics

LWN VLE statistics	2020	2021	2022	2023	2024 (to 30 June)
Active learners	N/A	3,440	3,308	4,062	2,486
Independent learners		N/A	1,942	2,856	1,516
Centre learners			1,366	1,206	970
Registered centres (15/16 ETBs and non ETB)	114	151	219	251	248
QQI learners	250	772	1,046	1,338	772
QQI Qualifications	458	1,657	2,250	2,933	1,714
Level 2	420	1,164	1,650	1,983	997
Level 3	38	493	600	950	717
Certificates of Achievement (level 1 and preparing for level 3)	N/A	1,194	2,248	3,312	1,661
PD learners	88	238	542	458	234
PD course enrolments	N/A	445	779	682	352
PD certificates issued	29	200	258	287	152

Summary of current staffing levels

The following table provides a summary of Learn with NALA's current staffing:

Role title	Main areas of work	Current staffing / resourcing
Practice and Innovation Manager	Reporting to the CEO Managing NALA's learner and professional development services / team which includes the following 6 direct reports (1 position vacant)	1 full-time
1. eLearning Developer	System administration, maintenance and development	1 full-time 3 rd party – D2L
2. eLearning Engagement Officer	Data, user experience and support	1 full-time
3. eLearning Development co-ordinator	Quality assurance development and governance Professional development course development	1 full-time
4. Literacy Development and Outreach worker	Centre support, training and engagement	1 part-time – returning January 2025
5. LWN Coordinator	Course content reviews and updates, coordinate delivery of 1:1 and group supports, manage certification process and reporting requirements Managing the following 3 full-time and 4 part-time direct reports below.	1 – full-time
LWN Support Officers	Manage helpline, deliver supports to learners, support administration of service.	2 – full time
Adult Literacy Educators	Deliver group and 1:1 tuition, referral and supports to learners, internally assess learners. Support content development.	5 – 1 full-time and 4 part-time