

Invitation to tender to support the development of NALA's 2024 - 2030 Strategic Plan

Deadline for submissions:

12 noon, Thursday 7 September 2023



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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-nine 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 distance learning service
- Practitioner provision and support
- Literacy awareness training and outreach
- [Plain English service](#)
- 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: 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:

- [NALA's Annual Report and Financial Statements](#)
- [NALA's 2022-2023 Statement of Strategy](#)
- [NALA's 1980 – 2020 – a Living History](#)

2. About the tender

NALA invites submission from interested consultants to be considered for a contract to support the development of a new Strategic Plan for the period 2024 to 2030.

NALA anticipates the plan to be launched at its Annual General Meeting that is provisionally scheduled to take place Friday, 17 May 2024.

At its 28 June 2023 meeting NALA's Board agreed to commence the development of a new strategic plan that would be informed by the following key stages:



The following draft work programme / schedule has also been agreed:

Activity	Timeframe / Key Dates
To support the work, NALA will: <ul style="list-style-type: none">convene Advisory Group (Board members, staff and learner representatives) that will oversee the strategic planning process	24 August 2023
<ul style="list-style-type: none">conduct initial analysis of NALA's strengths, opportunities, opportunities and threats (SWOT) to create a discussion paper with initial emerging issues / questions for further development by successful consultant to inform strategic planning process	1 September 2023
<ul style="list-style-type: none">prepare initial stakeholder mapping to inform consultation phase	1 September 2023
<ul style="list-style-type: none">commission external consultant to agree strategic planning process	15 September 2023

<p>Consultant to collaborate with NALA on the following stages / steps of the process</p> <p>Contextual Analysis</p> <ol style="list-style-type: none"> 1. further develop NALA's initial strategic analysis / discussion paper to produce a further position paper / emerging questions / issues to inform consultation phase by 6 October 2023 <p>Consultation</p> <ol style="list-style-type: none"> 2. agree stakeholder consultation methodology and format of report with NALA by 6 October 2023 3. implement consultations with stakeholders. <p>Appendix 1 is a preliminary list of stakeholders that will be further detailed by NALA / provided to the successful consultant along with contact details.</p> <p>The consultant will be expected to administer and manage the agreed consultations (in person, survey or online).</p> <p>NALA will cover any meeting venue costs, along with the consultants' travel and subsistence. Where large meetings are involved, NALA will provide administrative assistance for issuing invitations/documentation.</p> <ol style="list-style-type: none"> 4. a report on the consultations to be presented at the 30 November 2023 Advisory Group meeting. <p>Issues arising / capacity review / drafting strategic plan</p> <ol style="list-style-type: none"> 5. prepare and submit by 4 December 2023 a document that synthesises findings from steps 1 to 4 and outlines key priorities / issues / actions to be presented for consideration NALA's December Board meeting 6. conduct an initial high-level review of NALA's internal capacity – governance and organisational structures, staffing levels and financial resources to deliver on current and emerging priorities / issues. 7. informed by ongoing consultation with the Advisory group prepare a draft strategic draft plan for consideration by the AG, Board and NALA members 	<p>Provisional dates for consultant to meet and implement deliverables:</p> <ul style="list-style-type: none"> • 24 September 2023, Advisory group (AG) meeting, 2pm • 9 October 2023: all day in person staff meeting • 19 October 2023: AG Meeting, 2pm • 26 October 2023: all day in person Board meeting • 13 November 2023: staff meeting • 30 November 2023: AG Meeting, 2pm • 13 December 2023: in person Board meeting, 11 am • 25 January 2024, AG meeting, 2 pm • 29 February 2024, AG meeting, 2 pm
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<p>8. present and gather feedback from members as additional item at Extraordinary General Meeting</p> <p>9. finalise Strategic Plan in light of feedback for presentation to NALA members at AGM</p>	<ul style="list-style-type: none">• 8 March 2024, pm for session after Extraordinary General Meeting• 25 April 2024, AG meeting 2 pm• 17 May 2024, am for Annual General Meeting
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3. Tender requirements

Budget: The budget available is no more than €30,000 inclusive of VAT.

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

- **A proposal** detailing your:
 - understanding of the scope of the work outlined above
 - understanding of NALA's policy / operating context including Further Education and Training and the literacy services within them
 - plan and capacity to carry out the work / deliverables within the proposed timescale.

- **Costs:** Please provide an estimate of the:
 - total number of days' work proposed for the six stages outlined in Section 2
 - the days allocated to each member of the project team
 - the daily rates
 - and an overall project costing including VAT.

- **Experience:** Please provide details of the proposed project team to include:
 - the key contact person
 - 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:

- Deadline for submission of tender: **12 noon Thursday 7 September 2023**
- Please email your tender: to Colleen Dube, Chief Executive Officer at cdube@nala.ie
- **For further information, please contact:** Colleen Dube, Chief Executive Officer at cdube@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	15
Proposed methodology and work plan	40
Proposed costs	30
Relevant experience of the tendering firm / team	15

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 his 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: NALA Stakeholders – Draft list

Affiliation	Number and, or Organisation
Staff	29
Board and subcommittees	30
Members	Approximately 2000 (individual, small and large organisations)
Education and Training Boards	<ul style="list-style-type: none"> • Adult education officers / AEOA • Adult literacy officers and ALAO • Education Training Boards Ireland representatives (4) • Further Education and Training (FET) Directors / Members of Active Inclusion Strategy Group (8) • Regional Literacy Co-ordinators (16)
Funders / Sponsors / Plain English Clients	<ul style="list-style-type: none"> • An Post • Citizens Information Board • Department of Further and Higher Education, Innovation and Science • HSE • MSD • SOLAS
Current Partners	<ul style="list-style-type: none"> • 80:20 • AHEAD • AONTAS • Dublin City Council Library • Libraries Ireland • Maynooth University • South East Technology University Literacy Development Centre • TASC • University College Cork • University of Limerick • The Wheel