

Terms of Reference

An Internal Review of the management structures and roles in the Development Education and Intercultural Education (DICE) Project



Terms of Reference

An internal review of the management structures and roles in the Development Education and Intercultural Education (DICE) Project

1.0	Invitation to Submit Proposals.....	02
1.1	Introduction.....	02
1.2	Queries	02
1.3	Ownership and Confidentiality.....	02
1.4	Reservations	02
1.5	Reporting.....	02
1.6	General conditions of Tender	03
1.7	Submissions	03
2.0	Specification of Requirements.....	03
2.1	Background.....	03
2.2	Purpose and Scope of the Review	04
2.3	Methodology and Outputs	05
2.4	Timeframe.....	05
3.0	Required format of the Tender	06
3.1	The Tender	06
3.2	Financial information	06
3.3	Selection of Consultant and Selection Criteria.....	06

1.0 Invitation to Submit Proposals

1.1 Introduction

The DICE Project is a national strategic education initiative partnering four institutions involved in initial teacher education (ITE) at primary level, namely Dublin City University Institute of Education (DCU IOE); Marino Institute of Education (MIE); Mary Immaculate College, Limerick (MIC); and the Froebel Department of Primary and Early Childhood Education, Maynooth University (MU). DICE is hosted by DCU, and the project office is situated within the DCU IOE. The project aims to integrate development education and intercultural education into ITE programmes and across the Primary School Curriculum.

Irish Aid has provided funding support of €280,000 for the period Sept 2016-Aug 2017. This support is governed by a multi-annual memorandum of understanding (MoU) and a financial contract with Irish Aid. The current MoU and DICE programme of work extends the objectives of the DICE Strategic Plan 2014-16 and covers the period Sept 2016 to August 2018.

The DICE Project and Irish Aid now seek a consultant to undertake an independent review of the current management structures and roles within the project, drawing on findings of a 2016/17 external evaluation of the project and taking into account contextual changes of recent years, including a reduced number of partner institutions and changes to the hosting arrangements for the project.

1.2 Queries

Any queries concerning this document should be addressed to:

Siobhán Sleeman
DICE Project Coordinator
DCU Institute of Education
Drumcondra, Dublin 9

Tel: +353 (0)1 884 2290
E-mail: siobhan.sleeman@dcu.ie

1.3 Ownership and Confidentiality

Ownership of the data and any material/reports produced as part of the review rests with the DICE Project and Irish Aid. Information gathered by the consultant while undertaking the review will be treated in confidence.

1.4 Reservations

- i. Irish Aid reserves the right not to award the funding for this review in the event that proposals are found to be not suitable.
- ii. Irish Aid reserves the right to review the terms of the contract and/or to terminate the contract at one month's notice.

1.5 Reporting

The successful consultant will be supported for administrative purposes by the DICE Project Coordinator and will report to the DICE Chair and Irish Aid.

1.6 General conditions of tender

Detailed contractual arrangements are not within the scope of this document. However, the following conditions should be noted:

- Any conflicts of interest involving a contractor must be fully disclosed to the DICE Project and Irish Aid, particularly where there is a conflict of interest in relation to any recommendations or proposals put forward by the tenderer.
- Irish Aid will not accept responsibility for any costs incurred in formulating or presenting proposals.

1.7 Submissions

The proposal should be submitted by 5pm, 15th September, 2017 to siobhan.sleeman@dcu.ie

2.0 Specification of Requirements

2.1 Background

The DICE Project (DICE) commenced in 2004, following a one year pilot. DICE is a collaborative initiative involving: Dublin City University Institute of Education (DCU IOE); Marino Institute of Education (MIE); Mary Immaculate College, Limerick (MIC); and the Froebel Department of Primary and Early Childhood Education, Maynooth University (MU). DICE is hosted by DCU, and the programme office is situated within the DCU IOE. DICE works to support teacher educators and student teachers of the four partner institutions to integrate global and intercultural perspectives and themes into their teaching practice.

The DICE Project is funded by Irish Aid through an annual grant and is considered a Strategic Partner Programme. DCU is legally responsible for the grant contract with Irish Aid and holds responsibility for the management of the programme office, the budget, and partnership arrangements with other DICE institutions and stakeholders. The programme activities and strategic direction are overseen by the DICE Management Committee, comprising senior level representatives from all partner institutions. The Management Committee is independently chaired and the Chair is appointed by collective agreement between the partner institutions and Irish Aid. The Annual grant allocation to the programme is subject to Ministerial approval. A two year memorandum of understanding is currently in place for the period September 2016 to August 2018, with annual funding of €280,000.

The project has developed through a number of phases:

- Phase 1 (2004-07), Irish Aid provided funding to the five partner institutions to develop academic courses, resources and events.
- Phase 2 (2007-09), Irish Aid funded a DICE core project (full-time coordinator, part-time project officer and administrative support), and a DICE Lecturer project (part-time specialist lecturers in development education and intercultural education in each of the five colleges). The DICE Core team was hosted by the Church of Ireland College of Education (CICE). A management committee was in place within CICE and a wider project advisory committee provided expert advice and guidance on the strategic direction of the project.
- Phase 3 (2010-13), A full-time Programme Manager, two full-time lecturers and three part-time lecturers were supported with project funding from Irish Aid. CICE

continued to host the project. An external Management Review of the project was undertaken on behalf of Irish Aid in 2013.

- Extension year (2013-14). In October 2013, hosting of the DICE Project moved from CICE to St Patrick's College, Drumcondra¹, by agreement among all partner institutions, with a full-time Project Coordinator employed from January 2014. The Froebel College of Education became the Froebel Department of Primary and Early Childhood Education in Maynooth University in 2013.
- Currently there is agreement in principle that hosting of the project may be reviewed and rotated between institutions at key stages, subject to expressions of interest by partner institutions (process to be further defined as part of the review).
- Phase 4 (2014-17). Irish Aid provided funding for a full-time Project Coordinator and DICE lecturer hours in each of the partner institutions, (c.a. 3 x 0.4 FTE, 2 x 0.8 FTE). The DICE Lecturer Network, formed in Phase 2, continued to foster and facilitate collaboration between partner institutions on the project. The management committee structure comprising senior representatives from each of the partner institutions, with an independent Chair, as earlier described continued to be in place.
- In October 2016, CICE and St Patrick's College, Drumcondra (SPD) were incorporated into the DCU IOE. Hosting of DICE transferred into DCU IOE (this did not require a physical move). Employment of the Project Coordinator and the SPD/CICE DICE Lecturers also moved into the DCU IOE as part of incorporation. In 2016-17, representation on the DICE Management Committee from the former CICE and SPD partner institutions continued (ie 2 DCU reps to the MC).
- In 2016-17, four of the five DICE Lecturers became permanent staff in their respective institutions. While enhancing sustainability of DICE's work, this may also bring new institutional expectations to the roles in future phases.

In 2016-17, an external evaluation of the project was undertaken. Arising from this evaluation, it was recommended that:

“DICE should carry out a review of its structures and management system and examine how the project can be restructured, and prepare for the next phase of development.”

A new DICE strategic plan will be developed in Autumn 2017/ early Spring 2018, aligned to Irish Aid's Development Education Strategy 2017-2023. This review will feed into strategic planning, ensuring that effective structures are in place to support the programme's further development. Relevant reports and documentation will be made available to the consultant, including grant contracts, memoranda of understanding and terms of reference for the DICE Management committee etc.

2.2 Purpose and Scope of the Review

In particular, the review will:

1. Examine the roles, relationships and responsibilities of the following:
 - a) Irish Aid and DCU, as per the grant contract between these organisations;
 - b) The Management Committee;
 - c) The Management Committee Chair;
 - d) The Project Coordinator;
 - e) The DICE (Lecturer) Network;
 - f) The four partner institutions and how they operate in practice.

2. Examine how recent changes in institutional context have or may impact on the project management structures, roles and procedures. Identify obstacles/challenges (if any) linked to the project structures that may have hindered the implementation and/or further development of the DICE programme.
3. Review the findings of the report on project management structures of other multi-partner projects that may be comparable, to identify if there are any useful learnings/structures that may be appropriate to DICE, while ensuring continued robust oversight and management. (This report will be prepared by the Project Coordinator in advance of this review).
4. Make recommendations for the future structures, roles, relationships, and composition to support the effective management and implementation of the DICE programme in its next phase.

2.3 Methodology and Outputs

It is envisaged that the review will consist of:

1. A review of relevant DICE documentation;
2. Key informant interviews / facilitated group discussions with stakeholders including:
 - a) Irish Aid
 - b) The host institution: DCU
 - c) The DICE Management Committee
 - d) The DICE Chair
 - e) The Project Coordinator
 - f) The DICE Lecturer Network
 - g) The Heads of Education/ Presidents in partner institutions
3. Review of current systems/structures in the Host Institution and Programme Office and other three partner institutions, drawing on a report detailing these, prepared by the Project Coordinator.

The review will involve a maximum of 7-8 days work, and should ideally commence the 25th of September 2017. The review, including the final report (max 10 pages) should be completed by 1st November, 2017 and should include findings and an analysis of current structures and recommendations for the future management structures of the project.

Prior to finalisation, the consultant will be required to present the preliminary findings of the draft report initially to Irish Aid and the DICE Chair:

Mary Browne
Development Education Unit
Irish Aid
13-15 Hatch Street
Dublin 2

Catherine Byrne
DICE Chair
12 Belmont Square,
Raheny,
Dublin 5

Email: Mary.Browne@dfa.ie

Email: catherinebyrnewicklow@gmail.com

2.4 Timeframe

- Deadline for receipt of applications: 15th September, 2017
- Commencement of work: 25th September 2017. Completion of work: 1st November, 2017.

3.1 Required format of the Tender

Intended applicants should propose a detailed methodology as part of their tender proposal, setting out:

- Their understanding of the ToRs;
- A short methodology showing how they plan to approach the assignment;
- Indicative timetable for the conduct and completion of the assignment;
- A brief statement on how their skills match the assignment.

3.2 Financial information

- The indicative budget available is €4,000, to include travel, expenses and VAT.
- A full budget breakdown should be provided together with the proposal. This will include all taxes that must be paid, which are the responsibility of the tenderer.
- A cost should be provided for all relevant items set out in the specification. Details of any other costs, taxes or duties, which may be incurred, must also be included.
- Payment will be made as follows: 50% following the signing of the contract, and the remaining 50% upon completion and acceptance of the final report.
- Irish Aid reserves the right to terminate the project, should there be a failure to perform.

3.3 Selection of Consultant and Selection Criteria

The consultant will be selected by a sub-committee comprising the DICE Chair, DICE Project Coordinator and Host Institution representative, with input from Irish Aid. This sub-committee will brief the consultant at the start of the review.

The consultant(s) should possess, to a significant extent, the following expertise and skills:

- Proven experience in carrying out management reviews (examples will be requested);
- Expertise and experience in organisational dynamics, governance and management oversight;
- Experience and understanding of programme cycle management and the importance of robust reporting and accountability mechanisms;
- Experience in operational development and organisational reform;
- Understanding of the work of a donor such as Irish Aid;

- Excellent written and communication skills.

Consultant(s) will be selected according to the following criteria:

Technical/Administrative Criteria

Quality of submission and availability (75 points), broken down as follows:

- Evidence that the tenderer has the experience to complete the assignment to a high quality. (25)
- Evidence that has the skills and technical background required for the assignment. The tenderer is expected to set out a proposed methodology and plan for the assignment. (25)
- Availability to undertake the assignment as set out in the Terms of Reference within the indicated timeframe. (25)

Financial Criteria

Overall cost of the proposal (25 points)