

Request for Proposal (RFP)

For: Creative Policy Programme: A Creative Economy Strategy for the State of Puebla, Mexico: UK supplier

Date: 25 August 2021

1 Overview of the British Council

1.1 The British Council is the UK's international organisation for cultural relations and educational opportunities. We create friendly knowledge and understanding between the people of the UK and other countries. We do this by making a positive contribution to the UK and the countries we work with – changing lives by creating opportunities, building connections and engendering trust.

1.2 We work with over 100 countries across the world in the fields of arts and culture, English language, education and civil society. Each year we reach over 20 million people face-to-face and more than 500 million people online, via broadcasts and publications. Founded in 1934, we are a UK charity governed by Royal Charter and a UK public body

1.3 The British Council employs over 10,500 staff worldwide. It has its headquarters in the UK, with offices in London, Manchester, Belfast, Cardiff and Edinburgh. Further information can be viewed at www.britishcouncil.org.

2 Introduction and Background to the Project / Programme

2.1 Arts is a cornerstone of the British Council's mission to create friendly knowledge and understanding between the people of the UK and the wider world. We find new ways of connecting with and understanding each other through the arts, to develop stronger creative sectors around the world that are better connected with the UK. To achieve this our programme will span six key pillars:

1. **Cultural professionals connect** – Support organisations and artists to build networks, collaborate and develop markets.
2. **Artists and audiences** - Share the work of UK artists with global audiences face-to-face and virtually.
3. **Spotlights on culture** - Work with major UK and international cultural platforms, including festivals, seasons of culture, biennales, and major civic anniversaries.
4. **Enterprise, policy and leadership** - Develop the capacity of creative entrepreneurs and policymakers to support sustainable creative economies in their countries.
5. **Cultural heritage** - Protect heritage at risk and generate sustainable socio-economic prosperity.

6. Our shared futures – Transform lives through the power of art to change attitudes and create opportunities in the areas of inclusion and climate change.

About the programme:

The Creative Policy Programme is part of the Creative Collective initiative, a three-year British Council programme that aims to support creative and social economies in Mexico through a holistic impact strategy at 3 interconnected levels with 3 different agents: young creators, cultural leaders, and public servants.

The Creative Policy Programme is focused on public servants who are involved in managing cultural, social or creative economy projects in the public sphere, searching for tools to advance in their understanding of the creative economy, to develop its economic and socio-cultural potential. The first edition of the programme was delivered by The British Council in partnership with the Royal College of Art for public servants working in the Federal Ministry of Culture in Mexico.

For the following editions, the programme will be delivered digitally in the form of a 12-hour online capacity building programme and will be focusing on public servants working in or with the Ministry of Economy of the State of Puebla, Mexico. The online programme will combine a workshop to help the participants in outlining the development path of a creative economy strategy and the creation of a toolkit that can serve as a useful resource for these ends. (please see Specifications below).

About Puebla and the Ministry of Economy

Puebla is in Central Mexico on the main route between the capital, Mexico City, and Mexico's main Atlantic port, Veracruz. Due to its history and architectural styles ranging from Renaissance to Mexican Baroque, the city of Puebla was named a World Heritage Site in 1987. Being both the fourth largest city in México and the fourth largest Metropolitan area in Mexico, the city serves as one of the main hubs for eastern Central Mexico. Puebla is also part of the UNESCO creative city networks in the field of design.

Currently, the local Ministry of Economy is looking to develop a roadmap for delivering its creative economy strategy focusing on Puebla's heritage related to crafts, gastronomy, design, marketing, and software. In addition to this, The Ministry of Economy is looking forward to the creation of a comprehensive public policy that can include the priorities of other institutions in creative economy areas. They are also interested in mapping the actions done outside the organisation, as well as coordinating plans and activities among other local institutions to have a bigger and more integrated impact. The main objective is to generate indicators to measure the progress, impact, and interest of its programmes. The Ministry of Culture, the Ministry of Tourism, The Ministry of Rural Development, and the Youth Institute of Puebla are some of the organisations that will be invited to join the programme to contribute with a more robust creative economy strategy across all the stakeholders involved.

Overall programme objective:

- Map out the development path of the creative economy strategy for the state of Puebla through a participatory, inter-secretariat workshop for 20-25 public servants from diverse ministries, coordinated and facilitated by UK experts in creative industries and economies.

Specific programme objectives:

- Train public servants in human centred or service design methodologies that can contribute to develop or map a creative economy strategy for the state of Puebla.
- Consolidate a network of actors, and allies of the government of Puebla in the creative economy.
- Create a toolkit for public and open use, that will contain the methodological process of the workshop and serve as a reference to draw road maps. This will generate development routes for creative economy strategies and policies that can improve the conceptualisation, management, implementation and evaluation of public projects and programs for the sector. In addition, a guide on how to generate indicators to measure the progress, impact, and interest of public programs is also a priority.

Background on the first edition:

The first edition of the programme was implemented in July 2019 with members of the leadership team of the Cultural Development Division of the Federal Ministry of Culture of Mexico and coordinated by the British Council in Mexico and the Royal College of Art in UK. The programme offered an excellent opportunity to strengthen elements related to the creative economy. Participants in the one-week programme were directors and senior managers of the public institutions related to the Federal Ministry of Culture of the Mexican Government.

The programme did not only focus on sharing best practices between the UK and Mexico, but on co-creating the programme with the local teams in Mexico. This resulted in a week's engaging and immersive experience on site, combining theory, practice and focusing on concrete public problems that the Ministry of Culture brought to the table. Moreover, a toolkit highlighting the experiences was created for anyone interested in learning and/or implementing service design methodologies in public innovation or policy design programmes.

In 2020 the programme was postponed due to COVID-19 pandemic.

References:

- Creative Policy Programme 2019: <https://youtu.be/Cns1Zku8Sh4>
- Creative Policy Programme Toolkit: <https://www.britishcouncil.org.mx/sites/default/files/cpp-toolkit.pdf>

The programme included:

- 1 week of co creation of the programme with the Federal Ministry of Culture in Mexico, the British Council in Mexico, and the Royal College of Art.
- 1 day of public conferences at the Centro de Cultura Digital with 2 experts from UK and 2 experts from Mexico.
- 2- day intense workshop for 25 public servants facilitated by the Royal College of Art and a local delivery partner
- Creation of a toolkit for anyone interested in learning and/or implementing service design methodologies in public innovation or policy design programmes.
- Monitoring and evaluation before and after the workshop

Outcomes 2019 programme:

After this experience, the public servants were able to:

- Broadly recognise the concepts of creative economy, design tools and their management.
- Put into practice service design methodologies
- Identify governmental areas and/or programmes with potential for artistic and cultural development in Mexico.
- Improve cooperation networks for the development of cultural and creative projects at the local, regional and/or federal level.

3 Tender Conditions and Contractual Requirements

This section of the RFP sets out the British Council's contracting requirements, general policy requirements, and the general tender conditions relating to this procurement process ("**Procurement Process**").

3.1 Contracting requirements

3.1.1 The contracting authority is the British Council which includes any subsidiary companies and other organisations that control or are controlled by the British Council from time to time (see: <http://www.britishcouncil.org/organisation/structure/status>).

3.1.2 The appointed supplier will be expected to deliver the goods and/or provide services at the British Council offices in Mexico, **remotely from the supplier's location**.

3.1.3 The British Council's contracting and commercial approach in respect of the required goods and/or services is set out at Annex [1] (Terms and Conditions of contract) ("**Contract**"). By submitting a tender response, you are agreeing to be bound by the terms of this RFP and the Contract without further negotiation or amendment.

3.1.4 The Contract awarded will be for a duration of **4 months (from October to January 2022)**

3.1.5 In the event that you have any concerns or queries in relation to the Contract, you should submit a clarification request in accordance with the provisions of this RFP by the Clarification Deadline (as defined below in the Timescales section of this RFP). Following such clarification requests, the British Council may issue a clarification change to the Contract that will apply to all potential suppliers submitting a tender response.

3.1.6 The British Council is under no obligations to consider any clarifications / amendments to the Contract proposed following the Clarification Deadline, but before the Response Deadline (as defined below in the Timescales section of this RFP). Any proposed amendments received from a potential supplier as part of its tender response shall entitle the British Council to reject that tender response and to disqualify that potential supplier from this Procurement Process.

3.2 General Policy Requirements

3.2.1 By submitting a tender response in connection with this Procurement Process, potential suppliers confirm that they will, and that they shall ensure that any consortium members and/or subcontractors will, comply with all applicable laws, codes of practice, statutory guidance and applicable British Council policies relevant to the goods and/or services being supplied. All relevant British Council policies that suppliers are expected to comply with can be found on the British Council website (<https://www.britishcouncil.org/organisation/transparency/policies>). The list of relevant policies includes (but is not limited to): Anti-Fraud and Corruption, Child Protection Policy, Equality, Diversity and Inclusion Policy, Fair Trading, Health and Safety Policy, Environmental Policy, Records Management, and Privacy.

3.3 General tender conditions (“Tender Conditions”)

3.3.1 Application of these Tender Conditions – In participating in this Procurement Process and/or by submitting a tender response it will be implied that you accept and will be bound by all the provisions of this RFP and its Annexes. Accordingly, tender responses should be on the basis of and strictly in accordance with the requirements of this RFP.

3.3.2 Third party verifications – Your tender response is submitted on the basis that you consent to the British Council carrying out all necessary actions to verify the information that you have provided; and the analysis of your tender response being undertaken by one or more third parties commissioned by the British Council for such purposes.

3.3.3 Information provided to potential suppliers – Information that is supplied to potential suppliers as part of this Procurement Process is supplied in good faith. The information contained in the RFP and the supporting documents and in any related written or oral communication is believed to be correct at the time of issue but the British Council will not accept any liability for its accuracy, adequacy or completeness and

no warranty is given as such. This exclusion does not extend to any fraudulent misrepresentation made by or on behalf of the British Council.

3.3.4 Potential suppliers to make their own enquires – You are responsible for analysing and reviewing all information provided to you as part of this Procurement Process and for forming your own opinions and seeking advice as you consider appropriate. You should notify the British Council promptly of any perceived ambiguity, inconsistency or omission in this RFP and/or any in of its associated documents and/or in any information provided to you as part of this Procurement Process.

3.3.5 Amendments to the RFP – At any time prior to the Response Deadline, the British Council may amend the RFP. Any such amendment shall be issued to all potential suppliers, and if appropriate to ensure potential suppliers have reasonable time in which to take such amendment into account, the Response Deadline shall, at the discretion of the British Council, be extended.

3.3.6 Compliance of tender response submission – Any goods and/or services offered should be on the basis of and strictly in accordance with the RFP (including, without limitation, any specification of the British Council's requirements, these Tender Conditions and the Contract) and all other documents and any clarifications or updates issued by the British Council as part of this Procurement Process.

3.3.7 Format of tender response submission – Tender responses must comprise the relevant documents specified by the British Council completed in all areas and in the format as detailed by the British Council in Annex [2] (Supplier Response). Any documents requested by the British Council must be completed in full. It is, therefore, important that you read the RFP carefully before completing and submitting your tender response.

3.3.8 Modifications to tender response documents once submitted – You may modify your tender response prior to the Response Deadline by giving written notice to the British Council. Any modification should be clear and submitted as a complete new tender response in accordance with Annex [2] (Supplier Response) and these Tender Conditions.

3.3.9 Rejection of tender responses or other documents – A tender response or any other document requested by the British Council may be rejected which:

- contains gaps, omissions, misrepresentations, errors, uncompleted sections, or changes to the format of the tender documentation provided;
- contains handwritten amendments which have not been initialled by the authorised signatory;
- does not reflect and confirm full and unconditional compliance with all of the documents issued by the British Council forming part of the RFP;
- contains any caveats or any other statements or assumptions qualifying the tender response that are not capable of evaluation in accordance with the evaluation model or requiring changes to any documents issued by the British Council in any way;
- is not submitted in a manner consistent with the provisions set out in this RFP;

- is received after the Response Deadline.

3.3.10 Disqualification – If you breach these Tender Conditions, if there are any errors, omissions or material adverse changes relating to any information supplied by you at any stage in this Procurement Process, if any other circumstances set out in this RFP, and/or in any supporting documents, entitling the British Council to reject a tender response apply and/or if you or your appointed advisers attempt:

- to inappropriately influence this Procurement Process;
- to fix or set the price for goods or services;
- to enter into an arrangement with any other party that such party shall refrain from submitting a tender response;
- to enter into any arrangement with any other party (other than another party that forms part of your consortium bid or is your proposed sub-contractor) as to the prices submitted; or
- to collude in any other way
- to engage in direct or indirect bribery or canvassing by you or your appointed advisers in relation to this Procurement Process; or
- to obtain information from any of the employees, agents or advisors of the British Council concerning this Procurement Process (other than as set out in these Tender Conditions) or from another potential supplier or another tender response,

the British Council shall be entitled to reject your tender response in full and to disqualify you from this Procurement Process. Subject to the “Liability” Tender Condition below, by participating in this Procurement Process you accept that the British Council shall have no liability to a disqualified potential supplier in these circumstances.

3.3.11 Tender costs – You are responsible for obtaining all information necessary for preparation of your tender response and for all costs and expenses incurred in preparation of the tender response. Subject to the “Liability” Tender Condition below, you accept by your participation in this procurement, including without limitation the submission of a tender response, that you will not be entitled to claim from the British Council any costs, expenses or liabilities that you may incur in tendering for this procurement irrespective of whether or not your tender response is successful.

3.3.12 Rights to cancel or vary this Procurement Process - By issuing this RFP, entering into clarification communications with potential suppliers or by having any other form of communication with potential suppliers, the British Council is not bound in any way to enter into any contractual or other arrangement with you or any other potential supplier. It is intended that the remainder of this Procurement Process will take place in accordance with the provisions of this RFP but the British Council reserves the right to terminate, amend or vary (to include, without limitation, in relation to any timescales or deadlines) this Procurement Process by notice to all potential supplier in writing. Subject to the “Liability” Tender Condition below, the British will have no liability for any losses, costs or expenses caused to you as a result of such termination, amendment or variation.

3.3.13 Consortium Members and sub-contractors – It is your responsibility to ensure that any staff, consortium members, sub-contractors and advisers abide by these Tender Conditions and the requirement of this RFP.

3.3.14 Liability – Nothing in these Tender Conditions is intended to exclude or limit the liability of the British Council in relation to fraud or in other circumstances where the British Council's liability may not be limited under any applicable law.

4 Confidentiality and Information Governance

4.1 All information supplied to you by the British Council, including this RFP and all other documents relating to this Procurement Process, either in writing or orally, must be treated in confidence and not disclosed to any third party (save to your professional advisers, consortium members and/or sub-contractors strictly for the purposes only of helping you to participate in this Procurement Process and/or prepare your tender response) unless the information is already in the public domain or is required to be disclosed under any applicable laws.

4.2 You shall not disclose, copy or reproduce any of the information supplied to you as part of this Procurement Process other than for the purposes of preparing and submitting a tender response. There must be no publicity by you regarding the Procurement Process or the future award of any contract unless the British Council has given express written consent to the relevant communication.

4.3 This RFP and its accompanying documents shall remain the property of the British Council and must be returned on demand.

4.4 The British Council reserves the right to disclose all documents relating to this Procurement Process, including without limitation your tender response, to any employee, third party agent, adviser or other third party involved in the procurement in support of, and/or in collaboration with, the British Council. The British Council further reserves the right to publish the Contract once awarded and/or disclose information in connection with supplier performance under the Contract in accordance with any public sector transparency policies (as referred to below). By participating in this Procurement Process, you agree to such disclosure and/or publication by the British Council in accordance with such rights reserved by it under this paragraph.

4.5 The Freedom of Information Act 2000 ("FOIA"), the Environmental Information Regulations 2004 ("EIR"), and public sector transparency policies apply to the British Council (together the "**Disclosure Obligations**").

4.6 You should be aware of the British Council's obligations and responsibilities under the Disclosure Obligations to disclose information held by the British Council. Information provided by you in connection with this Procurement Process, or with any contract that may be awarded as a result of this exercise, may therefore have to be disclosed by the British Council under the Disclosure Obligations, unless the British Council decides that one of the statutory exemptions under the FOIA or the EIR applies.

4.7 If you wish to designate information supplied as part of your tender response or otherwise in connection with this tender exercise as confidential, using any template and/or further guidance provided at Part [2] (Submission Checklist) of Annex [2] (Supplier Response), you must provide clear and specific detail as to:

- the precise elements which are considered confidential and/or commercially sensitive;
- why you consider an exemption under the FOIA or EIR would apply; and
- the estimated length of time during which the exemption will apply.

4.8 The use of blanket protective markings of whole documents such as “commercial in confidence” will not be sufficient. By participating in this Procurement Process you agree that the British Council should not and will not be bound by any such markings.

4.9 In addition, marking any material as “confidential” or “commercially sensitive” or equivalent should not be taken to mean that the British Council accepts any duty of confidentiality by virtue of such marking. You accept that the decision as to which information will be disclosed is reserved to the British Council, notwithstanding any consultation with you or any designation of information as confidential or commercially sensitive or equivalent you may have made. You agree, by participating further in this Procurement Process and/or submitting your tender response, that all information is provided to the British Council on the basis that it may be disclosed under the Disclosure Obligations if the British Council considers that it is required to do so and/or may be used by the British Council in accordance with the provisions provision of this RFP.

4.10 Tender responses are also submitted on the condition that the appointed supplier will only process personal data (as may be defined under any relevant data protection laws) that it gains access to in performance of this Contract in accordance with the British Council’s instructions and will not use such personal data for any other purpose. The contracted supplier will undertake to process any personal data on the British Council’s behalf in accordance with the relevant provisions of any relevant data protection laws and to ensure all consents required under such laws are obtained.

5 Tender Validity

5.1 Your tender response must remain open for acceptance by the British Council for a period of 30 days from the Response Deadline. A tender response not valid for this period may be rejected by the British Council.

6 Payment and Invoicing

6.1 The British Council will pay correctly addressed and undisputed invoices within 30 days in accordance with the requirements of the Contract. Suppliers to the British Council must ensure comparable payment provisions apply to the payment of their sub-contractors and the sub-contractors of their sub-contractors. General requirements for an invoice for the British Council include:

- A description of the good/services supplied is included.

- The British Council Purchase Order number is included.
- It is sent electronically via email in PDF format to nancy.sanchez@britishcouncil.org

7 Specifications

The British Council invites proposals from UK suppliers to design and facilitate the methodology and contents for an online programme focused on policy innovation for public servants working at the Ministry of Economy of Puebla, Mexico, as well as public servants working outside the Ministry of Economy of Puebla delivering joint programmes in the state (e.g. Ministry of Tourism, Ministry of Rural Development, Ministry of Culture, Youth Institute of Puebla, among others) to outline the development path of a comprehensive local creative economy strategy

The UK supplier will be working alongside with a Mexican supplier that will help to co-facilitate the workshop and the working groups during the sessions. The Mexican supplier will also be gathering and synthesising the main findings, objectives, and indicators to be included in the creative economy strategy together with final recommendations based on the workshop results. The British Council will be recruiting the Mexico supplier by October 2021.

The scope of the programme includes:

- Design the online programme as a collective learning and experience combining knowledge, skills and networks.
- Incorporate local experts, cases and practices into the programme to give context and meaning to the content and operational frameworks.
- Prepare a project brief to run exercises that can be aligned with the local context of Puebla within its Ministry of Economy to situate the learning experience.
- Design a toolkit that can then be used by participants in their programmes as well as by general audiences.
- Execute the programme with simultaneous translation.

The deliverables include:

- Design, facilitate and deliver an online training programme for public servants in Puebla México, to fulfil the objectives described.
- Creation of a toolkit that can then be used by public servants in their programs or projects related to the creative industries in Puebla. This toolkit will be a public and open access manual under creative commons license that will contain the methodological process of the workshop and will serve as a reference to draw road maps, or to trace diverse routes of development for local economies or diverse subsectors improving the conceptualization, management, implementation and evaluation of public projects and programmes for the sector. In addition, a guide on how to generate indicators to measure the progress, impact, and interest of public programs is also a priority.

- Recorded register of all the online sessions.
- List of resources for further information about the topics covered by the programme.
- Guidance on requirements to be met by local facilitators if needed.
- Support in evaluation and monitoring tools created by the British Council for measuring 6-month outcomes.

UK suppliers will be working alongside the British Council local team to curate and design the programme aligned to the Creative Policy Programme objectives previously described. The British Council will carry out the logistics related to recruiting the Mexican supplier, organising the list of participants with the Ministry of Economy in Puebla, coordinating previous meeting with the Ministry of Economy in Puebla, the British Council in Mexico, and the UK supplier for the design of the programme, as well as coordinating the implementation sessions with the partners. British Council will also be responsible of the translation, editing and final design of the toolkit. The UK supplier will be responsible for:

- Managing £18,000 budget which should cover all costs of the programme (including methodology, fees, branding, licenses, toolkit creation, etc.)
- Production and coordination of the training sessions for local facilitators, including managing platforms and recording all sessions to have a register of the programme (British Council will provide a support coordinator for the UK partner on each online session if needed).
- Facilitating and managing any local facilitators' follow up activities (if needed) such as mailings, conversation groups outside the official platforms (e.g., WhatsApp groups, Slack channels etc.) with the participants during the programme.

The following is the outline of the 12-hour programme. This outline has been designed based on the previous edition and considering feedback and evaluation from the previous programme. It also considers the specific aims of the Ministry of Economy of Puebla, which slightly differs from the needs of the partner from the first edition (Federal Ministry of Culture of Mexico). It is designed and offered as a baseline framework, but we are open to innovative approaches and structures proposed and based upon the UK supplier's expertise and experience, considering that further editions will be delivered online.

Session	Duration	Suggested Timezones	Topics or objectives for each session
1	3 hours	9:00 to 12:00 MX / 15:00 to 18:00 UK	Brief introduction of the programme and of each participant, and of basic concepts and methodologies that will be used to deliver the programme for the main objectives previously stated, assignments for next week.
2	3 hours	9:00 to 12:00 MX / 15:00 to 18:00 UK	Use of methodologies, dynamics or case studies to deliver the programme for the main objectives previously stated, assignments for next week.

3	3 hours	9:00 to 12:00 MX / 15:00 to 18:00 UK	Use of methodologies, dynamics or case studies to deliver the programme for the main objectives previously stated, assignments for final session.
4	3 hours	9:00 to 12:00 MX / 15:00 to 18:00 UK	Use of methodologies, dynamics or case studies to deliver the programme for the main objectives previously stated, end of programme, next steps. .

The programme duration is one month. Each session should be delivered once a week and leaving several fieldworks or assignments to the participants to be developed during the week. The programme will be delivered during **November 2021** and the toolkit can be delivered by **January 2022**.

Mexican supplier

For the Mexican supplier we are considering the following profile:

- Suppliers with experience in group management or workshop delivery, with human-centred or service design methodologies knowledge and with experience in working with government institutions in Mexico.
- Suppliers with knowledge about the creative economy in Mexico.
- Advanced English (oral and written) to communicate with the UK partner.
- Be able to facilitate intensive, high-level workshops over short, yet intense periods of time.
- Suppliers able to present, introduce, and use design-based methodologies.
- Have experience in handling complex profiles or personalities among a group.
- Be able to gather and synthesise findings and overall recommendations for the programmes facilitated as well as expertise in digital and remote delivery.

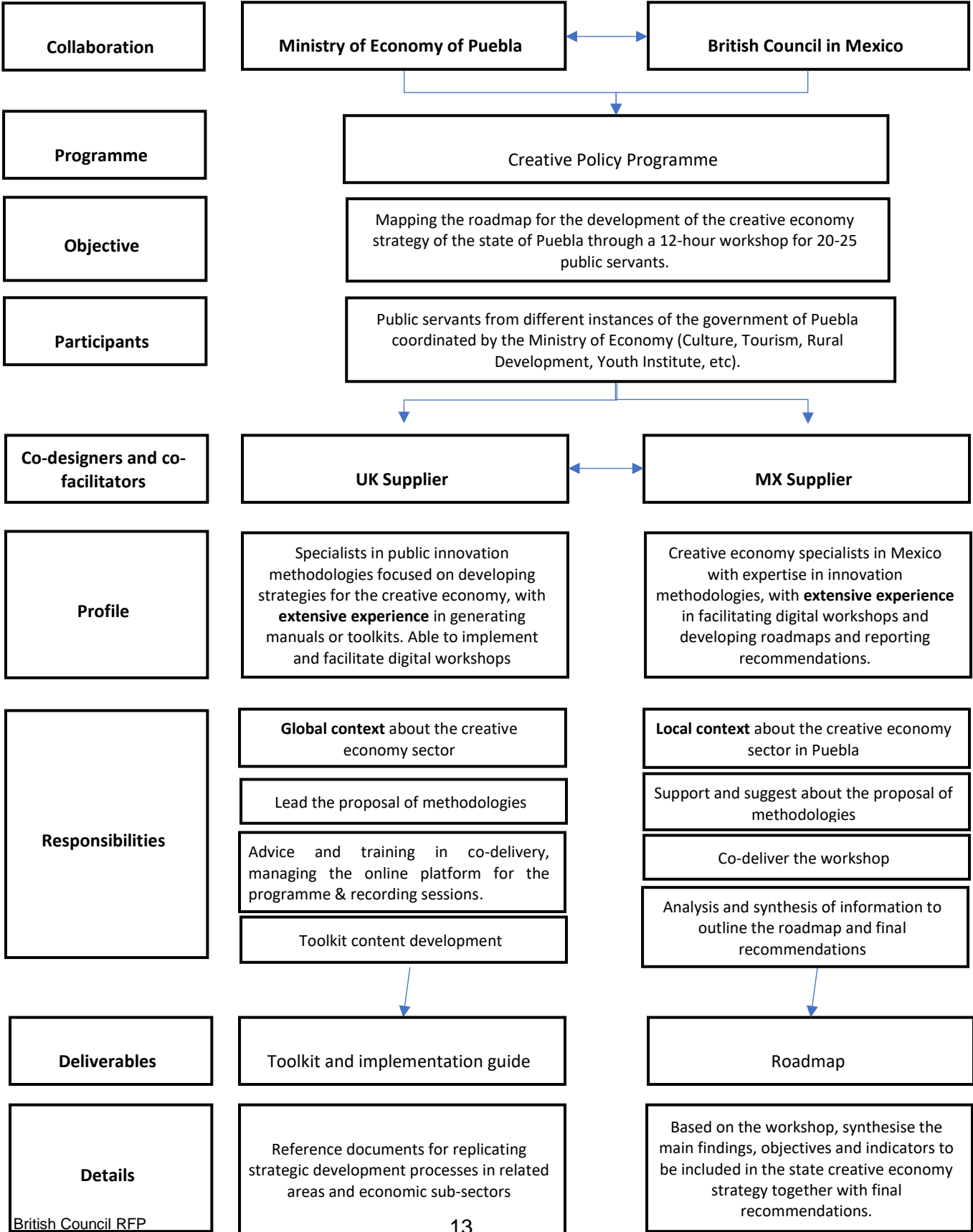
Participants

The general profile of the participants includes:

- Public servants working in several institutions of Puebla such as:
 - Ministry of Economy (main partner who will be coordinating the invitations to other organisations)
 - Diverse ministries of Puebla involved in the creative economy sector (Ministry of Culture, Ministry of Tourism, Ministry of Rural Development, Youth Institute of Puebla, among others.)
 - Additional participants who are not public servants but are working in the private sector or in NGO's with the Ministry of Economy as a stakeholder.

The participants will be senior managers of each of the institutions or divisions that oversee specific creative economy related projects. Practitioners of the private sector or civil society related to some of the creative economy programmes of Puebla might be included.

PROJECT DIAGRAM



8 Mandatory Requirements / Constraints

8.1 As part of your tender response, you must confirm that you meet the mandatory requirements / constraints, if any, as set out in the British Council's specification forming part of this RFP. A failure to comply with one or more mandatory requirements or constraints shall entitle the British Council to reject a tender response in full.

8.2 Suppliers are invited to formulate a detailed proposal to develop the objectives and process of this programme that represents value for money against a **maximum budget of GBP 18,000 including VAT**.

9 Qualification Requirements

9.1 As part of your tender response, you must confirm compliance with any qualification requirements as set out at Annex [2] (Supplier Response). A failure to comply with one or more such qualification requirements shall entitle the British Council to reject a tender response in full.

10 Key background documents and further information

10.1 Further relevant background documents / information may be provided to potential suppliers as set out below, as an Annex to this RFP and/or by way of the issue of additional documents / links to additional information / documents. Where no such information / documents are provided, this Section of the RFP will not apply.

11 Timescales

11.1 Subject to any changes notified to potential suppliers by the British Council in accordance with the Tender Conditions, the following timescales shall apply to this Procurement Process:

Activity	Date / time
RFP Issued to bidding suppliers	August 25 th 2021
Deadline for clarification questions (Clarification Deadline)	September 8 th 2021
British Council to respond to clarification questions	September 13 th 2021
Deadline for submission of RFP responses by potential suppliers (Response Deadline)	September 19 th 2021
Final Decision	September 22 nd 2021
Contract concluded with winning supplier	September 29 th 2021
Contract start date	October 1 st 2021

12 Instructions for Responding

12.1 The documents that must be submitted to form your tender response are listed at Part [2] (Submission Checklist) of Annex [2] (Supplier Response) to this RFP. All documents required as part of your tender response should be submitted to **Alejandra.Montemayor@britishcouncil.org** (cc **Nancy.Sanchez@britishcouncil.org**) by the Response Deadline, as set out in the Timescales section of this RFP.

12.2 The following requirements should be complied with when submitting your response to this RFP:

- 12.2.1 Please ensure that you send your submission in good time to prevent issues with technology – late tender responses may be rejected by the British Council.
- 12.2.2 Do not submit any additional supporting documentation with your RFP response except where specifically requested to do so as part of this RFP. PDF, JPG, PPT, Word and Excel formats can be used for any additional supporting documentation (other formats should not be used without the prior written approval of the British Council).
- 12.2.3 All attachments/supporting documentation should be provided separately to your main tender response and clearly labelled to make it clear as to which part of your tender response it relates.
- 12.2.4 If you submit a generic policy / document you must indicate the page and paragraph reference that is relevant to a particular part of your tender response.
- 12.2.5 Unless otherwise stated as part of this RFP or its Annexes, all tender responses should be in the format of the relevant British Council requirement with your response to that requirement inserted underneath.
- 12.2.6 Where supporting evidence is requested as 'or equivalent' you must demonstrate such equivalence as part of your tender response.
- 12.2.7 Any deliberate alteration of a British Council requirement as part of your tender response will invalidate your tender response to that requirement and for evaluation purposes you shall be deemed not to have responded to that particular requirement.
- 12.2.8 Responses should be concise, unambiguous, and should directly address the requirement stated.
- 12.2.9 Your tender responses to the tender requirements and pricing will be incorporated into the Contract, as appropriate.

13 Clarification Requests

13.1 All clarification requests should be submitted to **Nancy.Sanchez@britishcouncil.org** by the Clarification Deadline, as set out in the Timescales section of this RFP. The British Council is under no obligation to respond to clarification requests received after the Clarification Deadline.

13.2 Any clarification requests should clearly reference the appropriate paragraph in the RFP documentation and, to the extent possible, should be aggregated rather than sent individually.

13.3 The British Council reserves the right to issue any clarification request made by you, and the response, to all potential suppliers unless you expressly require it to be kept confidential at the time the request is made. If the British Council considers the contents of the request not to be confidential, it will inform you and you will have the opportunity to withdraw the clarification query prior to the British Council responding to all potential suppliers.

13.4 The British Council may at any time request further information from potential suppliers to verify or clarify any aspects of their tender response or other information they may have provided. Should you not provide supplementary information or clarifications to the British Council by any deadline notified to you, your tender response may be rejected in full and you may be disqualified from this Procurement Process.

14 Evaluation Criteria

14.1 You will have your tender response evaluated as set out below:

Stage 1: Tender responses will be checked to ensure that they have been completed correctly and all necessary information has been provided. Tenders responses correctly completed with all relevant information being provided will proceed to Stage 2. Any tender responses not correctly completed in accordance with the requirements of this RFP and/or containing omissions may be rejected at this point. Where a tender response is rejected at this point it will automatically be disqualified and will not be further evaluated.

Stage 2: If a bidder succeeds in passing Stage 1 the evaluation, then it will have its detailed tender response to the British Council’s requirements evaluated in accordance with the evaluation methodology set out below.

14.2 Award Criteria – Responses from potential suppliers will be assessed to determine the most economically advantages tender using the following criteria and weightings and will be assessed entirely on your response submitted:

Criteria	Weighting
Matching of criteria particularly skills, knowledge, and experience, outlined in this RFP	30%
Quality of proposal	15%
Social Value	10%
Methodology and Approach	25%
Commercial (value for money)	20%

14.3 Scoring Model – Tender responses will be subject to an initial review at the start of Stage 3 of the evaluation process. Any tender responses not meeting mandatory requirements or constraints (if any) will

be rejected in full at this point and will not be assessed or scored further. Tender responses not so rejected will be scored by an evaluation panel appointed by the British Council for all criteria other than Commercial using the following scoring model:

Points	Interpretation
10	Excellent – Overall the response demonstrates that the bidder meets all areas of the requirement and provides all of the areas evidence requested in the level of detail requested. This, therefore, is a detailed excellent response that meets all aspects of the requirement leaving no ambiguity as to whether the bidder can meet the requirement.
7	Good – Overall the response demonstrates that the bidder meets all areas of the requirement and provides all of the areas of evidence requested but contains some trivial omissions in relation to the level of detail requested in terms of either the response or the evidence. This, therefore, is a good response that meets all aspects of the requirement with only a trivial level ambiguity due the bidder's failure to provide all information at the level of detail requested.
5	Adequate – Overall the response demonstrates that the bidder meets all areas of the requirement, but not all of the areas of evidence requested have been provided. This, therefore, is an adequate response, but with some limited ambiguity as to whether the bidder can meet the requirement due to the bidder's failure to provide all of the evidence requested.
3	Poor – The response does not demonstrate that the bidder meets the requirement in one or more areas. This, therefore, is a poor response with significant ambiguity as to whether the bidder can meet the requirement due to the failure by the bidder to show that it meets one or more areas of the requirement.
0	Unacceptable – The response is non-compliant with the requirements of the RFP and/or no response has been provided.

14.4 Commercial Evaluation – Your “Overall Price” (as calculated in accordance with requirements of Annex [3] (Pricing Approach) for the goods and/or services will be evaluated by the evaluation panel for the purposes of the commercial evaluation. Prices must not be subject to any pricing assumptions, qualifications or indexation not provided for explicitly by the British Council as part of the pricing approach. In the event that any prices are expressed as being subject to any pricing assumptions, qualifications or indexation not provided for by the British Council as part of the pricing approach, the British Council may reject the full tender response at this point. The British Council may also reject any tender response where the Overall

Price for the goods and/or services is considered by the British Council to be abnormally low following the relevant processes set out under the EU procurement rules. A maximum offer score of 10 will be awarded to the tender response offering the lowest "Overall Price". Other tender responses will be awarded a mark by application of the following formula: (Lowest Overall Price/Overall Price being evaluated) x 10 (rounded to two decimal places) = commercial score.

14.5 Moderation and application of weightings – The evaluation panel appointed for this procurement will meet to agree and moderate scores for each award criteria. Final scores in terms of a percentage of the overall tender score will be obtained by applying the relevant weighting factors set out as part of the award criteria table above. The percentage scores for each award criteria will be amalgamated to give a percentage score out of 100.

14.6 The winning tender response – The winning tender response shall be the tender response scoring the highest percentage score out of 100 when applying the above evaluation methodology, which is also supported by any required verification evidence (to include, without limitation, any updated information or references relating to any Qualification Question responses) obtained by the Authority relating to any self-certification or other requirements referred to in the Qualification Questionnaire (*if used*). If any verification evidence requested from a supplier, or a relevant third party as may be referred to by the supplier in the Qualification Questionnaire (*if used*) as a party prepared to provide such information, is not provided in accordance with any timescales specified by the British Council and/or any evidence reviewed by the British Council (whose decision shall be final) does not demonstrate compliance with any such requirement, the British Council may reject that tender response in full and disqualify the potential winning supplier from the Procurement Process at that point.

List of Annexes forming part of this RFP (issued as separate documents):

Annex 1 - Terms and Conditions of Contract

Annex 2 – Supplier Response

Annex 3 – Pricing Approach