

Request for Proposal (RFP)

For: The Creative Leadership Programme 2022

Date: 6 October 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 Leadership 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: young creators, cultural leaders, and civil service.

Through the programme's development, we have identified diverse priority sectors such as:

- **Makers and digital:** design, multimedia, videogames, innovation labs, workshops;
- **Festivals:** film, music, literature, and multidisciplinary;
- **Performing arts:** theatre, dance, and music;
- **Cultural heritage and GLAM** (Galleries, Libraries, Archives, and Museums)

The Creative Leadership Programme aims to support the professional development of cultural and creative leaders from private and public institutions in Mexico by improving their governance and leadership skills. Annually, British Council in Mexico selects a group of outstanding and diverse cultural leaders through a national open call open to Mexican citizens between 25-65 years of age and meeting selection criteria, including the relevant leadership experience of at least 5 years as established practitioners in projects or organisations from the public, private, and non-profit sector, that have an important impact on cities and society. Together, the selected leaders deep dive in an intensive capacity building and interactive experience based on exploring the concepts of governance models and leadership, while engaging with new methodologies and experts, connecting with their peers, and meeting with their counterparts in the UK.

This year, the programme will be implemented digitally in the form of a four-week intensive online leadership programme. The online programme will combine talks, workshops, seminars, and discussions that share best practices in the UK, and facilitates our participating Mexican leaders to develop their own governance proposals (see Specification below)

Project objectives:

1. Improve participants' understanding of the principles of effective governance within creative and cultural organisations, such as:
 - a. responsibilities and accountabilities of board members, e.g., in terms of finance / fundraising and strategic vision
 - b. recruiting board members and ensuring EDI standards are addressed and implemented
 - c. running effective boards
2. Apply principles or/and models of cultural governance to their own projects or organisations, improving the resilience and sustainability of the institutions they lead
3. Identify and strengthen their cultural leadership skills

4. Access to a global network consisting of UK and MX creative and cultural practitioners

Background on **previous editions**:

First edition

The first edition, implemented in collaboration with the University of the Arts London (UAL), consisted of a one-week residency-fellowship for 10 Mexican cultural leaders, which took place in London in November 2019. The participants were selected from around 300 applicants and represented a range of cultural and creative industries, including: music, film, and museums.

References:

- Call for applications 2019 (https://www.britishcouncil.org.mx/sites/default/files/call_for_applicants_guide_clp.pdf)
- Meet the 2019 Cohort (https://www.youtube.com/watch?v=WsrzDcv2mGY&t=4s&ab_channel=BritishCouncilM%C3%A9xico)
- Creative Leadership Programme 2019 (<https://www.youtube.com/watch?v=rCIPqlbn5ag&t=7s>)

The programme included:

1. Immersion in the UK Cultural Sector:
 - a. Talks/sessions from UAL academics, some themes included: innovation, governance, and leadership.
 - b. Talks and workshops from external guests, including founders of cultural organisations and innovation consultants.
 - c. Visits to cultural organisations led by Deputy Directors, Founders and Trustees. Examples include: V&A Museum, Tate Britain, Somerset House Studios, and Makerversity, among others.
2. Workshops
 - a. Board prototyping workshops for their own organisations led by design thinking experts.
3. Monitoring and evaluation for a year.

Second edition

The second edition, implemented in collaboration with Clore Leadership, consisted of a 4-week remote programme for 8 Mexican cultural leaders which took place in February-March 2021. The participants were selected from around 115 applicants from 4 main sectors: Makers and digital, Festivals, Performing arts, and Cultural heritage and GLAM.

References:

- Call for applications 2020 (https://www.britishcouncil.org.mx/sites/default/files/clp_guide_2020.pdf)
- Creative Leadership Programme 2020
(https://www.youtube.com/watch?v=vOSJTSyUBWQ&ab_channel=BritishCouncilM%C3%A9xico)

The programme included:

1. Immersion in the UK Cultural Sector:
 - a. Talks/sessions from Clore Fellows, some themes included: innovation, governance, and leadership.
 - b. Talks and workshops from external guests, including founders of cultural organisations and innovation consultants.
2. Workshops:
 - a. Project prototyping workshops for their own organisations led by governance, EDI, and leadership experts.
3. Mentorships:
 - a. Each group had a mentor that provided guidance to prepare a final project presentation.
4. Monitoring and evaluation for a year.

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 **5 months (from November 2021 to March 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 Specification

The British Council invites proposals from UK suppliers to curate and produce an online leadership programme focused on cultural governance and leadership which must **be designed from November 2021 to January 2022 and implemented in mid-January and February 2022.**

Governance models are common in UK yet less known in Mexico amongst cultural organisations, where they are usually linked to magazines (as editorial committees) and the private sector (companies). One of the main hypotheses of the Creative Collective programme is to bridge this gap in Mexico's cultural sector to better resource organisations and increase leadership capacity.

Through the four-week programme you will support **12 Mexican participants** to develop a governance proposal that will improve their organisation or creative activity. Through the four-week programme the Mexican participants should be mentored and supported to develop these governance proposals, whilst engaging in and being inspired by a series of talks, workshops and discussions focussed on exploring ideas of how governance can better support an organisation or creative activity.

UK suppliers will be working alongside the British Council Mexican team to curate and produce a programme aligned to the Creative Collective objectives previously described. The British Council will carry out the open call, short-listing, and logistics related to recruiting Mexican participants before the implementation of the programme; as well as contacting Mexican guest speakers that will accompany the programme (details later in the document). The UK supplier will be responsible for:

- managing £25,000 budget which should cover all costs of the programme (including UK supplier fee) and fees for all UK professionals involved (British Council will pay for branding and fees for all Mexican professionals involved, as well as English-Spanish translation services if needed).
- Production and coordination of the totality of activities and sessions, including managing platforms and programme communication with participants
- Curate and facilitate all speakers, facilitators, mentors, and their sessions
- Manage and coordinate the selected Mexican participants
- Facilitate and manage any participants' follow up activities (if needed) such as mailings, conversation groups outside the official platforms (e.g., WhatsApp groups, Slack channels etc.)
- Monitoring and Evaluation of the participants after it ends, 6 months later and a year later with the support of the British Council.
- Though the UK supplier is not responsible for designing overall programme structure, British Council welcomes any improvements, changes or augmentations to the programme outline from the UK supplier.

The following is the outline of the four-week programme with on and off weeks. It has been designed based on previous editions and considering feedback and evaluation from the previous participants.

	Topics	MX Time	UK Time	Monday	Tuesday	Wednesday	Thursday	Friday
W1 17 - 21 Jan	Introductions to: governance models, strategic planning, leadership	09:00	15:00	welcome session	Seminar + Q&A (UK)	Talk with UK guest speaker (cultural leader) 1	Seminar + Q&A (MX) Alumnus CLP	Round up first week
		10:00	16:00		Reflections	Reflections	Reflections	Reflections
		10:15	16:15		Break	Break	Break	Break
		10:30	16:30	Introductions and kick off	Bonding session	Talk with UK guest speaker (cultural leader) 2	Workshop	Working sessions by discipline
		12:00	18:00	Conclusions Day 1	Conclusions Day 2	Conclusions Day 3	Conclusions Day 4	Conclusions Day 5
Resting week								
W2 31 - 4 Feb	Innovation methods, futures design, resilience, creativity	09:00	15:00	Seminar + Q&A (UK)	Seminar + Q&A (UK)	Talk with UK guest speaker (cultural leader) 3	Seminar + Q&A (MX) Cultural leader	Working sessions by discipline
		10:00	16:00	Reflections	Reflections	Reflections	Reflections	Reflections
		10:15	16:15	Break	Break	Break	Break	Break
		10:30	16:30	Seminar + Q&A (UK)	Bonding session	Talk with UK guest speaker (cultural leader) 4	Workshop	Working sessions with mentor
		12:00	18:00	Conclusions Day 6	Conclusions Day 7	Conclusions Day 8	Conclusions Day 9	Conclusions Day 10
Resting week								
W3 14 -18 Feb	Design thinking methodologies, service design, board prototyping, etc.	09:00	15:00	Seminar + Q&A (UK)	Seminar + Q&A (MX) Cultural leader	Talk with UK guest speaker (cultural leader) 5	British Council seminar + Q&A	Working sessions by discipline
		10:00	16:00	Reflections	Reflections	Reflections	Reflections	Reflections
		10:15	16:15	Break	Break	Break	Break	Break
		10:30	16:30	Workshop	Bonding session	Talk with UK guest speaker (cultural leader) 6	Workshop	Working sessions with mentor
		12:00	18:00	Conclusions Day 11	Conclusions Day 12	Conclusions Day 13	Conclusions Day 14	Conclusions Day 15
Resting week								
W4 28 - 2 Mar	Final presentations	09:00	15:00	Presentations	Presentations	Presentations		
		10:15	16:15	Break	Break	Break		
		10:30	16:30	Presentations	Presentations	Presentations		
		12:00	18:00	Reflections	Reflections	FINAL SESSION		

Note: This outline is offered as a baseline. This RFP is open to new approaches and structures based upon the UK supplier's expertise and experience.

The UK supplier must produce the following deliverables on these dates:

- **December 10th:** Detailed programming and agenda with confirmed speakers.
- **January 17th to March 2nd:** Programme delivery
- **After completion of the programme:** M&E (6 months, and 1 year follow-up)

These deliverables are related to the payments that will be done during the process:

- **November:** Draft of the programme (40% payment)
- **December:** Overall structure of the programme with confirmed speakers (40% payment)
- **February:** Programme Delivery & M&E design: (20% payment)

PARTICIPANTS

The core group of participants will be composed as follows:

Actor	Profile	Activities
12 Participants	<p>Mexican creative/cultural leaders among the following sectors:</p> <ul style="list-style-type: none"> • Makers and digital: design, multimedia, videogames, innovation labs, workshops, • Festivals: film, music, literature, and multidisciplinary, • Performing arts: theatre, dance, and music, • Cultural heritage and GLAM (Galleries, Libraries, Archives, and Museums) <p>This will not be closed to these 4 sectors; it will depend on the profiles that apply.</p>	<p>The British Council will launch the open call and coordinate the short-listing.</p> <p>22 Interviews will be scheduled for participants who were shortlisted. The evaluation panel will include British Council staff and 1 representative of the UK supplier. The interviews will take around 15-20 minutes each.</p> <p>Final decision will be based on the interview, the relevance of their experience, and their need to consolidate a governance model.</p> <p>12 participants will be chosen to undertake the programme.</p> <p>At the end of the programme, the participants will individually share their final project (governance model) in a 30-min presentation.</p>

Note: To ensure an EDI approach (equality, diversity, and inclusion), British Council will provide simultaneous translations in English and Spanish for the participants who are not fluent in English or who might not speak English at all. Also, anyone with a disability that applied to the open call will automatically have a space for interview.

UK CONTENT AND FACILITATORS

Based on the outline programme, we anticipate the supplier will recruit, brief, and coordinate the following profiles to ensure the development of the programme:

Role	Profile	Activities
1 UK facilitator	Creative and cultural practitioner specialised in group facilitation.	<p>Serve as a focal point throughout all the programme for the participants.</p> <p>Provide feedback, guidance, and resources to the participants.</p> <p>Introduce the speakers, mentors, and any other activity.</p>
4 UK mentors	<p>Practitioners, academics, or managers from UK cultural/creative organisations, with at least 5 years of specialised knowledge in 1 of the 4 sectors previously mentioned.</p> <p>Total hours per consultant (4 in total): <u>13 hours</u></p> <ul style="list-style-type: none"> • 1-hour seminar • 2-hour workshop • 6-hours of mentorship (3 sessions, 2 hours each) • 5-hours for feedback during the final presentations (30 min per participant) 	<p>Deliver a 1-hour seminar about their area of expertise, Q&A session included.</p> <p>Deliver a 2-hour workshop about a relevant practical skill, process, or methodology that deep dives into the sector they represent and that can be shared and use to the rest of the participants for their final project.</p> <p>Provide feedback, guidance, and resources about how to consolidate their final projects.</p>
6 UK guest speakers	Leaders from UK top level organisations; ideally: trustees, board members, directors, or founders.	Deliver a 1-hour meeting/talk about the governance models of their organisations, decision-making processes, and leadership style; Q&A session included.

The British Council will provide support in the recruiting and briefing of the following profiles if needed:

Role	Profile	Activities
3 Mexican guest speakers	Leaders from Mexican organisations with experience in leadership, governance, and strategy.	Deliver a 1-hour seminar about their organisations, decision-making processes, and leadership style; Q&A session included.
2 British Council speakers	Managers, leaders, or Heads of British Council programmes.	Deliver a 1-hour seminar about the programmes of the British Council and approach to creative economy.

Note: We are open to new approaches and other profiles not mentioned here based upon the UK supplier's expertise and experience.

ACTIVITIES

Based on the profiles and the outline of the programme described above, the supplier will coordinate the following activities:

Activity	Description	Actors
1 Introductory session	Welcoming sessions, warming up activities, introductions.	UK supplier + British Council staff
4 Seminars	1-hour seminar, Q&A session included. One talk per sector represented.	UK facilitators/mentors
6 Meetings	1-hour meeting, Q&A session included.	UK guest speakers
4 Workshops	2-hour workshop. One workshop per sector represented, each delivered by the corresponding UK facilitator/mentor. Total hours per facilitator: 2	UK facilitators/mentors

3 Mentorship sessions	2-hour mentorship session. One mentorship per sector represented. Total hours per facilitator: 6	UK facilitators/mentors
3 Networking sessions	2-hour networking sessions between participants	UK supplier /mentors
12 Final presentations	30-min final presentations from fellows share her/his final project in a 30-min presentation, Q&A and feedback session included.	UK supplier + UK consultants / mentors + British Council staff
1 Closing session	Final thoughts and next steps	UK supplier + UK consultants / mentors + British Council staff

*Please note that seminars and talks must be followed by a reflection session.

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 25,000 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	October 6, 2021
Deadline for clarification questions (Clarification Deadline)	October 14, 2021
British Council to respond to clarification questions	October 19, 2021
Deadline for submission of RFP responses by potential suppliers (Response Deadline)	October 22, 2021
Final Decision	October 29, 2021
Contract concluded with winning supplier	November 5, 2021
Contract start date	November 8, 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 **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	20%
Methodology and Approach	20%
Social Value	10%
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