

Request for Proposal (RFP)

For: A longitudinal evaluation of the impact of the Market Focus Cultural Programme, with particular attention to the role of the British Council partnership.

Date: October 2017

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.

We work with over 100 countries across the world in the fields of arts and culture, English language, education and civil society. Last year we reached over 65 million people directly and 731 million people overall including online, broadcasts and publications. Founded in 1934, we are a UK charity governed by Royal Charter and a UK public body. We receive 15 per cent core funding grant from the UK government. www.britishcouncil.org

1.2 Our work in arts creates new relationships between artists, organisations and audiences to develop stronger creative sectors around the world. We help artists to break new ground, support creativity and innovation, increase capacity by building skills to support livelihoods and cultural enterprise, extend safe spaces for creative exchange and contribute to research and policy. Through our extensive and diverse networks in the UK and across the world we create new opportunities and lasting connections.

1.3 Its primary charitable objects are set out in the Charter and are stated to be to:

- Promote cultural relationships and the understanding of different cultures between people and peoples of the United Kingdom and other countries;
- Promote a wider knowledge of the United Kingdom;
- Develop a wider knowledge of the English language;
- Encourage cultural, scientific, technological and other educational co-operation between the United Kingdom and other countries; and
- Otherwise promote the advancement of education.

2 Introduction and Background to the Project

Project Background:

Since 2008, the British Council has worked in partnership with The London Book Fair (LBF) to curate and deliver a Cultural Programme which supports the country or region selected annually as Market Focus. The Market Focus programme seeks to internationalise publishing and promote a cultural exchange with the UK.

The Cultural Programme focuses on connecting writers, readers and live audiences with the literatures of both the UK and the Market Focus country by showcasing the best literature from each country as well as exploring themes, topics and trends in publishing. By partnering with LBF and the MF Country partner, the British Council aims to make the Cultural Programme bilateral with activity in both the UK and MF Country, to create opportunities for UK literature in the Market Focus Country, and for the Market Focus Country in the UK.

It should be noted that there are two things about LBF, and therefore this project, that are slightly unusual from an international perspective:

- London Book Fair is one of the only international book fairs that is specifically for business-to-business attendees. Most book fairs are open to the public for selling books, hearing authors speak, book signings and school visits.
- Participation in Guest of Honour (i.e. Market Focus) programmes at book fairs around the world is common for our overseas partners, however, most book fairs do not require that they partner with a local organisation (such as the British Council) to co-curate and co-deliver the cultural programme.

Previous British Council Market Focus collaborations have included:

2008	Arab World	2013	Turkey
2009	India	2014	Korea
2010	South Africa	2015	Mexico
2011	Russia	2017	Poland
2012	China	2018	Estonia, Latvia & Lithuania

Programme Framework:

While the programme and structure has evolved over the years, the current framework is that it is an 18-24 month partnership, with 12-18 months of activity. Activity begins the September before LBF and runs to September or December the following year and generally includes activities such as

- Editors Trips – UK literary editors meeting counterparts in MF Country
- Translation Workshops/Competitions – networking or upskilling translators to and from MF language and English to encourage more translations
- Publications – anthologies to showcase writing and translation from MF Country
- Rights Forums & Publisher Training – briefing sessions for UK/MF Country agents, editors, publishers on how to best do business with the UK and MF Country
- Press Trips – in advance of LBF to give UK literary journalists a flavour of MF Country and interview featured writers in advance
- Author Visits – UK and MF Country authors participating in each other's festivals or live literature platforms alongside wraparound events like workshops, schools visits and media opportunities

The week of London Book Fair in the spring is the main showcase of the programme in which a delegation of writers (anywhere from 10 from Korea onwards to more than 30 for China and Russia) come to the UK to appear in events, panel discussions, and readings for trade audiences at LBF and public audiences in London and

across the UK. Events are programmed with UK chair people and UK authors to increase engagement with the UK literature sector. Activity includes:

- 7-10 seminars for trade audiences at LBF
- 3-6 interview style events on the PEN Salon for trade audiences at LBF
- 1-3 panel discussions on the Literary Translation Centre for trade audiences at LBF
- 8-12 literary events with partner organisations for public audiences in London and across the UK
- 1-2 networking receptions

Cultural Programme Objectives:

1. Improved mutual **awareness and understanding** of Market Focus Country's and UK contemporary literature, culture and society;
2. **Build networks** between key literary organisations including festivals, literature development agencies and publishers from MF Country and the UK to facilitate further exchanges between two countries;
3. **Create opportunities** for MF Country and UK writers to reach new audiences and develop their professional practice;
4. More UK **writing available** and shown in MF Country and more MF Country writing available and shown in the UK in cultural and commercial realm; this writing showcases the quality, breadth and diversity of writers and writing from both countries;
5. Writers, translators, editors and other literary professionals from the UK and MF Country have **more contact and deeper connection** with each other; there is more UK-MF Country collaboration; this continues beyond the Market Focus project;
6. MF Country **audiences developed** for contemporary UK literature, and UK audiences developed for contemporary Indonesian literature, that inspires, entertains and transforms;
7. Engagement with all aspects of the literature sector and publishing ecosystem in the UK **position British Council as a key influencer** in international literature programming and we are in a position to leverage partnerships in future;
8. **Local partnerships lay foundations for future partnerships**, collaborations or contracts after having collaborated closely, built trust and added value to the Market Focus experience, positioning the British Council as a partner of choice.

Useful Links:

<https://literature.britishcouncil.org/project/mexico-market-focus>

<https://literature.britishcouncil.org/project/the-london-book-fair-poland-market-focus-2017>

<https://literature.britishcouncil.org/project/the-london-book-fair-the-baltic-states-market-focus-2018>

<http://www.londonbookfair.co.uk/>

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 London, UK.

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 2.5 months (from 1 December 2017 – 15 February 2018).

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 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 it 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 Annex. 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. 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 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 hand written 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, 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 60 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 harriet.williams@britishcouncil.org or by post to:
Harriet Williams, Literature Department, British Council, 10 Spring Gardens, London SW1A 2BN.

6.2 The available budget for this piece of work is **£8,000 including VAT** and all expenses. No travel is expected and all interviews can be conducted via phone, email, Skype or Facetime.

7 Research Proposal

7.1 Research Objectives

This research should aim to cover Objectives 2,3,5,7 and 8 (page 3).

Research Questions

1.
 - a) Did the MF Cultural Programme help build international professional connections and networks?
 - b) If the MF Cultural Programme did build professional connections and networks, how did it do it?
 - c) What has happened as a result of these new connections and networks, what were the ripple effects from these new connections and networks?
[for individuals and organisations; targets objectives 2 & 5]
2.
 - a) Did the MF Cultural Programme help develop your artistic practice?
 - b) If the MF Cultural Programme did help develop artistic practice, how did it do it?
 - c) What has happened as a result of this development since the Market Focus?
[for writers; targets objectives 3 & 5]
3. What added value did the British Council bring to the MF Cultural Programme? Was there any value to the UK as a result of this programme?
[for all interviewees; targets objective 7]
4. How did the MF Cultural Programme help develop partnerships with government ministries/partners which laid the foundations and open doors for future collaborations and connections for the UK and/or British Council?
[for British Council staff; targets objective 8]

7.2 Deliverables

1. One interim progress update (1 page)
2. One written final report and short PowerPoint presentation on findings and recommendations on the four questions above in 7.1
3. One short executive summary (2 pages)

7.3 Specification - use of the output

This work will be used by the British Council both internally and externally:

Internally – Written report and PowerPoint presentation

- to brief colleagues on benefits and possible outcomes of Market Focus participation
- to bid for future funding
- to shape partnership and programme structure in future to better achieve objectives

Externally – Executive summary

- to be shared with past and future Market Focus partners overseas to help them to understand role of British Council and benefits to partnering with us on the Cultural Programme

- to be shared with UK based Market Focus partners (i.e. London Book Fair) to shape conversations around future partnership and value of British Council partnership

7.4 Intellectual Property

The full research report, executive summary and all raw data associated with the research will be the intellectual property of the British Council.

7.5 Proposed scope, methodology, sampling

Scope

This research/evaluation should specifically look at Objectives 2, 3, 5, 7 and 8 as listed above:

1. Improved mutual **awareness and understanding** of Market Focus Country's and UK contemporary literature, culture and society;
2. **Build networks between key literary organisations including festivals, literature development agencies and publishers from MF Country and the UK to facilitate further exchanges between two countries;**
3. **Create opportunities for MF Country and UK writers to reach new audiences and develop their professional practice;**
4. More UK **writing available** and shown in MF Country and more MF Country writing available and shown in the UK in cultural and commercial realm; this writing showcases the quality, breadth and diversity of writers and writing from both countries;
5. **Writers, translators, editors and other literary professionals from the UK and MF Country have more contact and deeper connection with each other; there is more UK-MF Country collaboration; this continues beyond the Market Focus project;**
6. MF Country **audiences developed** for contemporary UK literature, and UK audiences developed for contemporary Indonesian literature, that inspires, entertains and transforms;
7. **Engagement with all aspects of the literature sector and publishing ecosystem in the UK position British Council as a key influencer in international literature programming and we are in a position to leverage partnerships in future;**
8. **Local partnerships lay foundations for future partnerships, collaborations or contracts after having collaborated closely, built trust and added value to the Market Focus experience, positioning the British Council as a partner of choice.**

This research/evaluation should also specifically look at 5 of the Market Focus country partnerships from **2011-2015 (Russia, China, Turkey, Korea and Mexico)**. This is for several reasons:

- The programme format was more settled at this point and repeated year on year
- Enough time has passed since these Market Focuses that meaningful long-term outcomes should have been realised and can be measured/evaluated
- Each country (except Mexico) is a single language country and therefore we can get complementary statistical data on book sales of translations from each language [This is not part of this research proposal]

Methodology & Sampling

Proposals should include a recommendation on methodology, but our current thinking is that it would be a combination of:

- Survey – online, of a sampling of known participants (approximately 20 per year for a total of 100)
- Interviews – over phone / Facetime / Skype (20 in total as broken down below)

Qty	Who	Detail
5	Individuals – UK	Publishers, translators, literature organisations, writers; to focus on questions 1 or 2 and 3
5	Individuals – overseas	Publishers, translators, literature organisations, writers; one per country; to focus on questions 1 or 2 and 3
5	Major Partners – overseas	Key individuals, one per country; to focus on Questions 1, 2, 3
5	British Council	Country Directors, one per country; to focus on Question 4

Through this proposal will would like to draw on information and evidence in the Turkey, Korea and Mexico evaluations. Please note that these are not professional evaluations and some may be slightly incomplete.

The researcher will be required to produce a comprehensive written report in English which includes graphs and statistical data with an accompanying narrative. We would like results and final report to be presented in a highly accessible way including infographics, diagrams, tables, charts and/or images etc. to convey vital information visually. The researcher will also be required to produce an executive summary that will be published and shared with the public and external partners.

The final report and accompanying executive summary must provide endnote references for all facts and statistics used, which should be clearly detailed in the report’s bibliography. Primary sources must be used wherever possible over secondary sources. For example, the researcher should seek to reference a statistic to its original report, not where it is cited second-hand by a report or on a website.

The successful research consultant should also draw up a presentation of key research findings and recommendations. This presentation should be made available to British Council staff so that the findings can be presented to other audiences in the future.

7.5 Required outputs

1. One written progress report outlining initial ideas and initial thinking based around the research questions in 7.1;
2. A final written report and short power point presentation in English that explores the research questions in section 7.1.
3. A final written executive summary in English that highlights key findings to be shared with external partners in the UK and overseas.

7.6 Form of proposal

Please submit your proposal to by email to Rebecca Hart (Rebecca.Hart@britishcouncil.org) and Harriet Williams (Harriet.Williams@britishcouncil.org).

Your proposal should be a maximum of 6 pages of A4.

Provide details of how you will ensure quality control.

Give details of full cost, including a break-down of cost per phase / deliverable and the hourly rates and anticipated number of hours involved in conducting the project. The available budget for this work is £8,000 including VAT.

7.7 Research Ethics

MANDATORY REQUIREMENT:

All contracted or commissioned research organisations must have an operational policy and procedure for assuring ethical conduct in research practice and publication, and submit this to the British Council upon application as an appendix. This must be approved for the research contract to be awarded and reviewed prior to the research project commencing.

The Project Manager and Researchers must take measures to ensure confidentiality, privacy and data protection and retention during and beyond the end of the project – including in data sharing and linkage, and that all participants are informed if and for how long their data will be archived for. The British Council requires this in alignment with the European Social Research Council's (ESRC's) Research Data Policy

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.

9 Qualification Requirements

Not applicable for the RFP.

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	
RFP Issued to bidding suppliers	26 October 2017
Deadline for clarification questions (Clarification Deadline)	1 November 2017
British Council to respond to clarification questions	3 November 2017
Deadline for submission of RFP responses by potential suppliers (Response Deadline)	6 November 2017
Final Decision	10 November 2017
Contract concluded with winning supplier	17 November 2017
Contract start date	1 December 2017
Final Report	15 February 2018

Note: Timescales are estimates and may be subject to change.

12 Instructions for Responding

12.1 All documents required as part of your tender response should be submitted to Rebecca Hart via email Rebecca.Hart@britishcouncil.org and Harriet Williams via email Harriet.Williams@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:

- 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.
- 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).

- 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.
- 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.
- Unless otherwise stated as part of this RFP or its Annex all tender responses should be in the format of the relevant British Council requirement with your response to that requirement inserted underneath.
- Where supporting evidence is requested as 'or equivalent' you must demonstrate such equivalence as part of your tender response.
- 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.
- Responses should be concise, unambiguous, and should directly address the requirement stated.
- 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 Rebecca Hart via email Rebecca.Hart@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: The completed Qualification Questionnaire (*if used*) will then be reviewed to confirm that the potential supplier meets all of the qualification criteria set out in the questionnaire. Potential suppliers that meet the qualification criteria will proceed to Stage 3. Potential suppliers that do not meet the qualification criteria set out in the Qualification Questionnaire (*if used*) may be excluded from the Procurement Process at this point. Where a potential supplier is excluded at this point, its tender response will be rejected in full and not evaluated further and the supplier will automatically be disqualified from this Procurement Process.



Stage 3: If a bidder succeeds in passing Stages 1 and 2 of 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. Information provided as part of Qualification Questionnaire (*if used*) responses may also be verified as part of this stage.

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
Supplier Quality and Track Record	35%
Methodology and Approach	35%
Commercial	30%

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 bidders 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” 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