

Request for Proposal (RFP)

For: Arts & Music Sector Research

Date: 7th November 2022

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 Arts sits within the Cultural Engagement (CE) Strategic Business Unit (SBU) at British Council. CE brings together our portfolio of work in arts, education, English, and research. Our UK arts team works with the arts and culture sector in the UK, and our global network of offices, to achieve significant impact and change by finding new ways of connecting and seeing each other through the arts.

Our work is delivered through four global programmes: Culture Connects supports artistic and cultural exchange between the UK and countries internationally; Spotlights on Culture engages and represents the UK's cultural diversity and creativity at high-profile cultural events; Creative Economy analyses creative ecosystems and highlights emerging trends and areas of convergence and difference between creative economies; Arts Responds to Global Challenges celebrates the transformative power of arts and culture to change attitudes and the protection and promotion of cultural expression, diversity and heritage at risk.

2 Introduction and Background to the Project / Programme

2.1 British Council Music have developed many programmes that offer opportunities for artists and producers to develop their professional potential, make international connections and collaboration. We are commissioning research to explore how existing programmes can expand and work at global scale and offer opportunities for artists, producers and organisations to work internationally for creative exchange and collaboration. These include our Musicians In Residence and a Creative Producers Programme, please see Annex 4 for links and examples.

We are looking to commission a research consultant, company or collective to research, map, explore and inform how we can scale up and build upon existing music and cross-disciplinary programmes to:

- to work within the new British Council global programme structure and objectives
- to assess appetite, existing offers and needs within the UK and international sector
- to explore preferences and opportunities for working within specific art form or a cross disciplinary context

- to provide a report with recommendations that can create a framework that both British Council UK and international teams can draw upon within their own context.
- To identify potential funding opportunities, hosting and delivery partners

We propose to invest up to £25K for research to expand and develop our global arts programme opportunities. The areas we specifically aim to cover include:

- Artist Residencies
- Creative Producers
- Arts, Music and Technology
- Cross-disciplinary work

We will be seeking a researcher/s who have strong knowledge of the UK arts and music sector, is familiar with the eco-system and how creative Producer practice, artist residency models, and cross-disciplinary arts landscape sit within this. Some knowledge of the work of British Council Arts and the international arts and cultural landscape is desirable. Applicants will need to demonstrate sound knowledge of the current UK sector and landscape, and awareness of arts organisations working are at the forefront of music and cross-disciplinary work.

2.2 The purpose and scope of this RFP and supporting documents is to explain in further detail the requirements of the British Council and the procurement process for submitting a tender proposal.

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

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.

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 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 sixty 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 BC.Invoices@britishcouncil.org or by post to: The British Council, Corporate Services – UK Hub Team, 10 Spring Gardens, London SW1A 2BN

7 Specification

We are looking to commission a research consultant, company or collective to research, map, explore and inform how we can scale up and build upon existing music and cross-disciplinary programmes to:

- to work within the new British Council global programme structure and objectives
- to assess appetite and needs within the UK and international sector
- to explore preferences and opportunities for working within specific art form or a cross disciplinary context
- to provide a report with recommendations that can create a framework that both British Council UK and international teams can draw upon within their own context.
- to identify potential funding opportunities, hosting and delivery partners

We propose to invest up to £25K for research to expand and develop our global arts programme opportunities. The areas we specifically aim to cover include:

- Artist Residencies
- Creative Producers
- Arts, Music and Technology
- Cross-disciplinary work

PREVIOUS PROJECT BACKGROUND:

1. Musicians In Residence

British Council developed and ran a Musicians In Residence programme in partnership with PRS Foundation in China.

Musicians in Residence offers music creators the opportunity to spend extended time immersing themselves in another place or cultural context. Hosted by a local partner organisation, the artist residents had the time and space to develop new ideas, experiment with their practice and make new creative connections.

A digital edition of the programme was delivered in partnership with the PRSF offered eight online residencies hosted by organisations in Brazil, Egypt, Indonesia, South Africa and the UK. Four opportunities were for UK music creators, and four for international music creators.

Across British Council and in different contexts there have been several artist residency programmes, including MIR, Ise Shrine Residencies in Japan, week-long residencies for Amplify in Americas, Folk Nations residencies in South Asia. India, and inbound residencies to Scotland through partners such as Cryptic.

With an increasing reluctance to due to climate crisis to fly artists and creative professionals for short periods of time, we wish to research the opportunity afforded by creative artistic residencies to explore a more sustainable approach to artists developing international connections in a cultural relations context.

We are also keen to explore the potential of Artists in Residence programmes to allow scope for artists to develop new relationships and collaborative work across disciplines.

2. Creative Producers

Creative Producers is a term widely used for creative professionals developing and delivering ideas and concepts into new artistic work, often working at the helm across complex cross-disciplinary projects. Those who are able to realise and support the development of new work, whilst advocating for the influence of the arts and creativity in local economies, developing cities and societies, improving access and inclusivity.

British Council has previously supported a range of programmes that focus on the development of emerging and established arts leaders, programmers and producers to work in multi-disciplinary context, develop their creative producer skills, grow their networks, and make international connections. For example:

- A Wider Europe Creative Producers programme began in Kazakhstan and Uzbekistan in 2019 after a need was identified to have skilled arts practitioners who could go beyond their usual managerial and programme duties. It has since expanded to deliver across the whole of Wider Europe.
- British Council Creative Economy team ran a Creative Producers Network programme with Watershed who created a network and symposium for collaborative and creative exchange.
- British Council Music team supported a programme with Convergence Festival for two years bringing Creative Producers to the festival, culminating in a day long symposium. A similar programme supported international producers attending and taking part in Somerset House Studios' Assembly festival.
- British Council China have been working with Manchester International on a Creative Producers programme via their own networks.
- British Council Sub-Saharan Africa have had a producers' programme in South Africa.

3. Cross-Disciplinary Programmes

British Council has supported both art sector specific and cross-disciplinary work, reflecting sectoral approaches and in many cases internationally where projects and collaborative work require diverse skill sets. In this way British Music have supported

- Art, music and tech initiatives at South by Southwest
- Immersive audio cohort with York Mediale
- Assemble a programme initiated by creative economy supporting women and non-binary musicians in UK and Americas

Please refer to Annex 4 for further details.

Alignment with British Council Arts Global Programme

The activities will contribute to the shaping and outcomes of our global 'Culture Connects' programme cited in 1.3, and we will also explore the potential for outcomes and overlap with our Creative Economy work.

The research will explore opportunities in both ODA and non-ODA contexts. Please refer to Annex 5 for further details.

Proposed activities

- Research across British Council in the UK and internationally, drawing on previous and current programmes.
- Research to identify regional and in-country needs, resonance within East Asia, Americas, Wider Europe, and SSA.
- Research potential arts and cultural delivery partners in both the UK and international priority countries (please see Annex 5 for a complete list).
- Develop a list of UK-based organisations who engage with or would like to engage with Artist residencies, creative producer development and cross disciplinary work. We would expect in the region of 25-30 UK Arts organisations, and 5-10 arts organisations in each of the British Council overseas regions.
- Assess the potential for unifying approaches and programmes based on previous British Council activity detailed in Previous Project Background section.
- Consideration around connecting to other relevant British Council Arts programmes i.e. International Collaboration Programme.
- Offer recommendations that contribute to the creation of proposed programme framework.

Expected outcomes

The principal outcome will be producing a report which identifies the following aspects:

- Increased insight into UK and international opportunities for developing new global programmes.
- Indication of potential partners and networks in both the UK and wider global network.
- Clear direction for supporting creative professional development and inspiring cultural confidence and collaboration.
- Insight into how programmes can promote interdisciplinary and cross-sectoral working.
- Potential longevity and future opportunities for participants beyond the lifecycle of a programme.
- Identification of potential funding opportunities and delivery partners.

Approach to the report

Develop a consistent approach in easily accessible language, practical in nature with references to other links for further information. The target readership is British Council Arts teams in the UK and internationally.

The main volume of the report and any appendix volumes should be produced as electronic and editable document in Microsoft Word.

Gain feedback from the British Council Music team in the UK on proposed approach prior to commencement

Copyright for the report will be assigned to the British Council.

Experience and quality requirements

- Previous demonstrable research experience in the UK and international arts and culture sector.
- Strong knowledge of the UK arts and music sector and awareness of arts organisations who are working at the forefront of music and cross-disciplinary work.
- Familiarity with the arts eco-system and where creative Producer practice, artist residency models, and cross-disciplinary arts landscape intersect.
- Some knowledge of the work of British Council Arts and the international landscape is desirable.

Budget

The budget available for the proposal will be up to £25,000 inclusive of VAT. We would require a clear breakdown of costs and the budget should include:

- Time allocation for the successful supplier
- Any other expenses incurred as a direct consequence of the engagement

Suggested Timeline

Activity	Date / time
Contract start date	19 December 2022
Research	19 December 2022 – 31 March 2023
Delivery of research findings Executive Summary	20 March 2023
Delivery of full research report	20 April 2023

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.

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.

Research Ethics

MANDATORY REQUIREMENT:

The British Council Research Ethics Policy provides the key ethical principles to which the British Council's research activity and outputs must adhere. It should be consulted when planning research activity and must be reviewed at the very start of a new project by the Senior Responsible Officer (SRO) and Project Manager. Its principles must be adhered to throughout the full lifecycle of the project.

Some British Council research activities may require permission from a government agency or other authority – if so, this policy can and should be made available to those authorities, if required. This Policy should be followed alongside the British Council's Code of Conduct and Global Policy framework – with particular reference to the Safeguarding policies for Children and Adults, Information Security and Management policy, the Equality, Diversity and Inclusion (EDI) policy and guidance, and their respective processes. It has been developed in line with the Concordat to Support Research Integrity and in consultation of other external research ethics guidelines, policies and documents. For a full list of reviewed documents, refer to Appendix I of the policy.

The Policy is distinct and separate from the British Council's ethical screening and due diligence processes that are to be followed when developing a new business relationship with or awarding grants to another organisation or individual.

For queries relating to this Policy, or about research ethics and good research practice more generally, contact the Research & Policy Insight team via the Head of Research at research.risk@britishcouncil.org

9 Key background documents and further information

9.1 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.

10 Timescales

10.1 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	7 November
Deadline for clarification questions (Clarification Deadline)	18 November

British Council to respond to clarification questions	22 November
Deadline for submission of RFP responses by potential suppliers (Response Deadline)	28 November
Final Decision	30 November
Contract concluded with winning supplier	12 December
Contract start date	19 December

11 Instructions for Responding

11.1 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 Tom.Sweet@britishcouncil.org by the Response Deadline, as set out in the Timescales section of this RFP.

11.2 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 Annexes, 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.

12 Clarification Requests

12.1 All clarification requests should be submitted to tom.sweet@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.

12.2 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.

12.3 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.

12.4 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.

13 Evaluation Criteria

13.1 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. Tender 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 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.

13.2 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
Quality	30%
Methodology and Approach	40%
Commercial	20%
Social	10%

13.3 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
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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.

13.4 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.

13.5 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.

13.6 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

Annex 4 – Background Information

Annex 5 – ODA, Non-ODA and priority countries