

Request for Proposal (RFP)

For: Supporting the Institutional Architecture of the Creative Economy in Azerbaijan

Date: November 25, 2020

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

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 five key pillars:

- 1. Sharing UK arts with the world** – introducing audiences around the world to the best of UK creativity and creating new opportunities for artists and organisations to work internationally. We will also support reciprocal work into the UK.
- 2. Fostering collaboration and networks** - supporting creative people to collaborate and experiment with new ideas and developing sustainable ways of working for long-term prosperity.

3. Arts for social change - extending safe spaces for culture, creative exploration and exchange; building trust, enabling dialogue and presenting marginalised voices; and supporting the protection of cultural heritage and expression of cultural identities.

4. Capacity building - strengthening the arts sector worldwide by developing its capacity to innovate, reach new audiences and develop skills.

5. Policy and research - shaping cultural policy and sharing research with the cultural sector in the UK and overseas. three key pillars:

Azerbaijan: context and British Council presence

The Republic of Azerbaijan is a country in the South Caucasus region, situated at the crossroads of Southwest Asia and South-eastern Europe. It became an independent state on August 30, 1991, just a few months before the collapse of the USSR. It is bordered by Caspian Sea to the east, Russia to the north, Azerbaijan to the northwest, Armenia to the west and Iran to the south. Azerbaijan is an important energy and strategic UK partner. Economic and social development is at a pivotal point. In the future, in reaction to social challenges wrought by shrinking oil revenues, could seek to limit foreign influence and cultural exchange. Currently we have the opportunity to benefit from positive attitudes in government towards international cultural exchange and international links in education and the arts, as well as steady oil revenues that facilitate shared cost partnership work. This in turn contributes to FCDO objectives to preserve and stimulate more open societies and influence their development positively.

British Council Azerbaijan started its operations more than 25 years ago. The British Council's high-profile work in English, Arts and Education & Society helps thousands of people in Azerbaijan to learn about and experience creativity and excellence from the UK. Many people of all ages – but particularly younger people – engage face-to-face and online with us learning English, developing new skills, earning UK qualifications. The Arts and cultural sector in Azerbaijan is rapidly developing and reforms are taking place to increase the capacity and the quality of Arts specialists in the country.

Creative and Cultural Industries in Azerbaijan

Azerbaijan is now ready to embark on a path of strategic and policy-driven development of its Cultural and Creative Industries (CCI) sector. In 2019 an ambitious **State Programme for CCI Development for 2020-2030** was announced, led by the Ministry of Culture. This State Programme will be part of Azerbaijan's contribution to achievement of the UN 2030 SDGs (Strategic Development Goals).

Equally importantly, this State Programme will also be an integral part of Azerbaijan's wider national development objectives which include the diversification of the economy beyond the oil industry, with particular interests in: innovation and cooperation between public and private sector, support to SME development, easier access to finance, fostering digital technologies, supporting cultural tourism and

heritage, education reform and development of the regions. Since the development of the State Programme there have been Ministerial changes in the government which has led to a delay in its implementation. This RFP is aiming to work with the Ministry of Culture to help advise on the structures (government/sector) that need to be in place for its success once implemented. A copy of the State Programme will be shared with the successful supplier.

Also in 2019 a new “**Creative Azerbaijan**” platform and network was initiated by the Ministry of Culture, which aims to support the eco-system needed for the development of cultural and creative industries and raise public awareness about this topic. Practically, the platform promotes production, dissemination and export of creative products and services from Azerbaijan, aiming to facilitate and coordinate sector-specific development and promote the “Creative Azerbaijan” brand:

<https://creative.az/en/page/hagqimizda>

British Council Creative and Cultural Industries work in Azerbaijan

This all builds on previous work in, and a growing awareness of the importance of the cultural and creative industries in Azerbaijan, and several programmes and pieces research which have been supported by the British Council. These include:

- 1) EU funded **Eastern Partnerships Culture & Creativity II programme** (run by an international consortium led by the British Council from 2015-2018) which sought to further support the role and contribution of culture and creativity to the social and economic development of the six Eastern Partnership (EaP) countries, including Azerbaijan. It provided recommendations on developing culture and creative industries including the 2018 report “**Developing Cultural and Creative Industries in Azerbaijan**” by Christina Farinha:
<https://www.culturepartnership.eu/en/article/creative-industries-study-for-azerbaijan>
- 2) A report produced in 2019, supported by the Ministry of Culture and British Council, “**Azerbaijan/ A preliminary Situation Analysis and the Outline Strategy for Development of The Cultural and Creative Industries in Azerbaijan 2020-2030 and Preparatory Work Plan**” by Terry Sandell. This report highlighted that a CCI development strategy can only be successful if it is part of a horizontal policy linking national development, culture, economy, technology and society and which is embedded within government business development policy and provision - particularly related to start-ups and SMEs - and export promotion mechanisms and programmes which will benefit professional associations, clusters and creative hubs.

One of the core recommendations of the report (and the basis for this RFP) is that new institutional architecture needs to be put in place to support the creative economy. ‘This

includes in particular an inter-ministerial working group under the joint chairmanship of the Ministries of Culture and Economy to determine resources and strategy, a CCI Strategic Council to contribute to policy development and the creation of new sub-sector representative professional associations/membership organisations to support business growth and SME development at practical working level.'

- 3) **Creative Spark** is a five-year initiative to support international university and institutional partnerships to develop enterprise skills and education and the creative economy across seven countries in Central Asia South Caucasus and **Ukraine** through UK partnership. This has included 8 partnerships between higher education and creative institutions in the UK and Azerbaijan. Find out more: <https://www.britishcouncil.az/en/programmes/education-society/creative-spark>

Objectives of this RFP: Supporting the Institutional Architecture of the Creative Economy in Azerbaijan

The British Council are seeking to identify a UK supplier to work with us in Azerbaijan as part of our Creative Economy programme. The overall objective is to support effective leadership and governance in, and for, the CCI sector by:

- Providing a roadmap and action plan towards establishing strong and effective industry and industry sub-sector bodies to drive growth, advocate for the creative and cultural industries (CCIs) promote and market their sectors and lead workforce development.
- Working with policy and decision makers (primarily the Ministry of Culture and Creative Azerbaijan) to build the capacity and structure for sector bodies to be supported and sustained.
- Providing the basis for a model that can be replicated and tailored in other countries

This RFP is referring to the period of December 2020 - March 2021. We are aiming to continue the programme with direct support from the Ministry of Culture Azerbaijan from April 2021 – December 2021. Once further funding is confirmed and the programme progresses towards the second phase suppliers will be internally evaluated and, if successful, encouraged to renew the proposal for the phase.

This work would be also seen as pilot for other creative economy policy work which could be undertaken in future in Wider Europe (Ukraine, Turkey, Russia, Western Balkans, South Caucasus and Central Asia).

For further information please see Section 7, Specification

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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 to the British Council Azerbaijan

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 fixed duration from mid-December 2020 till 31 March 2021

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 dilara.ibrahimova@britishcouncil.org

7 Specification

The British Council invites proposals from UK suppliers to advise on 'Supporting the Institutional Architecture of the Creative Economy in Azerbaijan'. The maximum budget for this proposal is £12,000 inclusive of VAT and the delivery of the final recommendation report is expected at the end of March 2021.

As outlined in Section 2 the main objective of this proposal is to work towards roadmap and action plan towards establishing strong and effective industry and industry sub-sector bodies in the CCIs in Azerbaijan. It is expected that this process will include core activities/deliverables outlined as below, however these will be negotiable with the supplier dependant on what is feasible with the timeframe. Due to covid-19 restrictions it is expected that consultation will take place virtually.

Expected activities:

- Review existing documentation and reports on CCI development in Azerbaijan, including the reports outlined in this proposal and the State Programme for CCI Development for 2020-2030. These will be provided by the British Council, Creative Azerbaijan and the Ministry of Culture
- Briefing session for Creative Azerbaijan and Ministry of Culture (and other stakeholders TBC), sharing examples of, and best practice from, UK CCIs sector support bodies
- Working with Creative Azerbaijan and Ministry of Culture on informal mapping – building on existing research - of priority CCIs sectors in Azerbaijan, identifying sector specific concerns and needs and what sector/trade bodies or consortiums already exist
- Convening of focus groups/workshops with key sector representatives, conducting interviews, gathering case studies. These will be run collaboratively with the UK supplier, Creative Azerbaijan and the British Council Azerbaijan.

- Provision of capacity building workshop/s for policy/decision makers (Creative Azerbaijan and the Ministry of Culture) on how implement findings from the above process, including looking at how organisational structures can be reflected to support sector voice. The intention is that these would act as a pilot example for future British Council programmes.
- Capture the process in a final report/toolkit

Deliverables

- Check in meetings: regular (TBD) check in meetings with British Council, Ministry of Culture and Creative Azerbaijan
- Delivery of stakeholder focus group workshops/interviews
- Delivery of pilot capacity building workshop/s based on findings
- Final report/toolkit: including an executive summary, methodology, findings, case studies and recommendations for future programme iterations. We would like the final report to be presented in a highly accessible way including infographics, diagrams images etc. to convey vital information visually. The report is to be submitted by the end of March 2021.
- Final presentation to British Council, the Ministry of Culture and Creative Azerbaijan

Supplier Profile

We are seeking an experienced supplier who:

- Has a track record of working in the UK CCIs sector, with specific experience of sector support structures
- A track record in influencing or informing policy development – through research/advisory roles/practical programme implementation
- Has experience of conducting training, ideally using online platforms
- Exceptional communication and relationship management across a diverse and varied range of stakeholders
- Has excellent cultural diplomacy skills and is sensitive to working in complex social-cultural contexts
- The capacity to deliver high quality work to agreed timeframe

Desirable skills

- Knowledge and experience of the CCIs in Azerbaijan or the wider region

The British Council shall:

- Provide programme related documentation
- Advise on the context for the CCIs in Azerbaijan
- Take part in planning meetings and provide feedback on content and design during the assessment process.
- Provide access to contacts and key stakeholders in the CCIs in Azerbaijan
- Provide and source funding for translation where required
- Provide a fee of up to **£12,000** inclusive of all costs as outlined in this brief.

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

9.1 As part of your tender response, you must confirm compliance with any qualification requirements as set out at Annex [2] (Qualification Questionnaire). 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	25 November 2020
Deadline for clarification questions (Clarification Deadline)	29 November 2020

British Council to respond to clarification questions	2 December 2020
Deadline for submission of RFP responses by potential suppliers (Response Deadline)	10 December 2020 by 23.59 GMT
Interviews	14 December 2020
Final Decision	15 December 2020
Contract concluded with winning supplier	21 December 2020

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 dilara.ibrahimova@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 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.

13 Clarification Requests

13.1 All clarification requests should be submitted to dilara.ibrahimova@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.

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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

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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.

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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
Quality	[30]%
Methodology and Approach	[40]%
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 – If requested as part of the application process, our “Overall Price” (as calculated in accordance with requirements of Annex 4 (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