



Request for Proposals (RFP)

For: Action Research, Indonesia – Mapping the Indonesia Music Sector Ecology

Date: 23 August 2019

1 Overview of the British Council

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 work

2.1 The British Council is an integral and important part of the UK's bilateral relationship with Indonesia.

As one of the British Council's main strategic business units, the Arts team, works with the best of British creative talent to develop innovative, high-quality events and collaborations with artists, cultural institutions and partners across education and the creative economy. We find new ways of connecting and seeing each other through the arts and creative economy. Our programme offers artists, creative industry professionals and audiences enriching experiences inspired by the UK's cultural and artistic strength and diversity.

We bring new work or new interpretations of work from the UK to audiences across the whole of Indonesia. Through strong partnerships we discover new talent and new innovations, challenging ideas and pushing boundaries.

Our team in Indonesia works with our arts and music specialists in the UK and the region to design the most effective programmes, working with arts professionals and policy makers in the UK and Indonesia.

2.2 The British Council is seeking a research consultant to make recommendations on how to shape its Indonesia music programme, on to the next stage of its development. In scope of this tender, we will work with a successful candidate who can deliver an action research programme which will provide a detailed understanding of the Indonesian Music Ecosystem. We expect that this will be undertaken in collaboration with a local Indonesian based partner.

The research aims are to identify the shifting profile of the sector, its dynamics, barriers to entry and opportunities for sustainable development, and inclusive growth. It will focus on Indonesian music sector in a targeted sample of urban areas – where the British Council is already active in creative hub development and wider partnership work. This includes a maximum of 3 places – e.g. Bandung, Bali (Denpasar) and Jakarta (and a focus on specific ‘music districts’ or hubs in each place).

This research will involve working with a local research partner(s) to exchange good practice from the UK and internationally; to develop a methodology and typology for understanding the music ecosystem and identify the urgent needs and challenges in each cities.

This research in Indonesia is part of a wider British Council-led programme of research on the creative economy across South East Asia (SEA). The purpose of this **research programme** overall is to:

- a) generate new, engaging and relevant evidence on a set of key or priority development areas for the creative economy of the SEA region.
- b) test and develop new effective research methodologies which help to improve baseline understanding of sector trends and the impact of interventions – e.g. relating to hubs, networks, value chains and ecosystems, investment programmes, business support etc. This is with a specific focus on how creative industries activity is impactful for city-making, with a focus on inclusive and sustainable growth.
- c) review and gather evidence of the outcomes of creative economy activity in four countries (The Philippines, Malaysia, Thailand, Indonesia) and to provide innovative methods and approaches for analysing the profile and dynamics of these distinctive and fast-changing creative economies, with a focus on creative hubs and districts; investment; entrepreneurship; innovation and competitiveness.
- d) generate new detailed, relevant and transferable evidence on specific policy and partnership activities (focus areas) which are seen as of strategic importance in each country – e.g. on hubs, investment, partnership models, business models etc.
- e) build new and sustainable partnerships with SEA and UK research experts – in universities, consultancies, municipalities etc.

- f) improve understanding of the development trajectory of the creative economy in the specific SEA countries and the impact local and national programmes and initiatives, including the creative economy work of international third parties.
- g) share evidence and approaches at a regional and international level – to build new channels of professional knowledge exchange and mutuality.
- h) Provide a research tool to help build long-term strategic relations with the UK.

2.3 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 consultant will be expected to deliver the goods and/or provide services remotely from their own office.

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 will be awarded by September 2019, with consultancy ongoing through to January 2020.

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.

3.2 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 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, using any template and/or further guidance provided at Part [2] (Submission Checklist) of Annex [3] (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

Your response should remain open for acceptance for a period of 60 days from the Response Deadline. A response valid for a shorter period may be rejected.

6 Payment and Invoicing

The Council will pay correctly addressed and undisputed invoices within 30 days in accordance with the requirements of the Contract

The essential information on an invoice for the Council is:

- A description of the services is included.
- The Council Purchase Order number is included.
- The costs including VAT (if applicable) and any other charges
- It is sent electronically via email in PDF format to **Camelia.Harahap@britishcouncil.or.id** (or **Nisa.Ashila@britishcouncil.or.id**)

7 Scope of Work, Specification and Outputs

The appointed supplier will be expected to provide a situation analysis and detailed collaborative research of the music sector ecosystem in Indonesia – focusing across a sample of three cities.

7.2 Indonesia Research Project: Music Sector Ecology

In recent years, both public and private sector partners have begun to develop a strategic approach to the creative economy. The British Council has played an active enabling and supporting role. This includes extensive creative economy policy and partnership work from a city to national level. Activities range from extensive collaborative and cultural exchange work via the UK / ID programme; and creative city development in Jakarta, Bandung and Bali (Denpasar).

The British Council recently finalised UK/ID, a three-year campaign that seeks to change relationships between UK and Indonesia, two hugely creative countries that previously see very little cultural exchange between them but have a vast amount to gain from getting to know each other. We are transitioning a new programme that

seeks to continue the relationships built throughout the UK/ID season, and develop projects that highlights its legacy, focusing on key themes that were significant to the season, including music.

Previous work in the music sector focused primarily on artistic collaboration and showcasing, but the UK music industry continues to become a role model for Indonesia's music sector. With the changing landscape due to new technology developments, and vested interest from various stakeholders including government, the music sector in Indonesia is growing at a rapid pace.

The British Council, working with an appointed UK research partner and an Indonesian partner, would like to understand the profile, dynamics, impact and need for tailored support to the Indonesian music industry, which includes all genres but with a focus on the independent music sector. This is to establish the potential for creative future projects, and determine what shape those projects should take, as well as support creative collaboration between UK and Indonesian artists, producers, creatives, and cultural organisations, as well as supporting capacity building.

This will be via **qualitative research to undertake situation analysis of and map the music ecosystems of three cities; plus provide overarching analysis of the national policy and partnership landscape for music in Indonesia.** This will develop a detailed understanding of the Indonesian Music Ecosystem. This is to identify the shifting profile of the sector, its dynamics, barriers to entry and opportunities for sustainable and inclusive growth. It will focus on Indonesian music in a targeted sample of urban areas – where the British Council is already active in creative hub development and wider partnership work. This includes a maximum of 3 places: **Bandung, Denpasar (Bali) and Jakarta (and a focus on specific 'music districts' or hubs in each place).**

7.2.1 Research tasks in Indonesia (all co-developed with the local partner):

This research will:

- Undertake the development of detailed baseline research and sector assessment for 3 local music ecosystems; plus an overview of the national policy and development context.
- Situation analysis of the level of inclusion and sustainability of music ecosystems in Indonesia and recommendations for development and growth.

It will lead to city-based reports plus an overarching report which provides understanding of the music sector development, regulatory, planning and partnership requirements which will enhance sector development.

7.2.2 The methodology will include (all co-developed with the local partner):

- a. Qualitative fieldwork to understand the profile and dynamics of local music ecosystems
- b. Desk-based research and interviews for UK city comparators

- c. Desk-based research and interviews with strategic partners to the music industry at a local and national level – to understand the policy, sector development and licensing context
- d. Typology development of different types of music ecosystem in Indonesia
- e. Gap analysis to identify where investment is needed and how it can be most impactful
- f. Presentation and advocacy locally and nationally.
- g. Development of three city-based overview reports, plus an executive report.

The content will be in English and Indonesian (the local partner will lead on the latter).

Key outcomes include:

- The mapping and situation analysis of three music ecosystems in Indonesia: Jakarta, Bandung, and Bali. This will include a set of case studies which illustrate the profile, qualities, challenges and opportunities for music development in each place and for connections to the UK.
- A set of clear recommendations on how to grow sustainable and inclusive music ecosystems in Indonesia.
- Increased understanding of and interest in Indonesian music ecosystems with a focus on practical and strategic information which will be of value to the UK music sector.
- Music ecosystem knowledge exchange with colleagues in SEA – to build awareness of the potential of music to drive inclusive growth in the creative economy.
- Increased awareness of the British Council as a broker and enabler for knowledge and creative exchange
- Mutual professional exchange at an artist and policy-maker level.

The service is to be delivered within the given deadlines.

Activity	Month
Contract start date	October
Initial research period, including visits to Indonesia (Synchronize Festival & Archipelago Festival in Jakarta, 3-13 October or Indonesia Music Conference in Bandung, 24-25 November)	October - November
Interim findings presented by the selected consultant, for review by British Council	Mid-December
Final draft presented by selected consultant	January
Launch of research and consultancy findings in Indonesia	End-February / March

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] (Supplier Response). A failure to comply with one or more such qualification requirements shall entitle the British Council to reject a tender response in full.

Essential	Desirable
At least 5 years' experience of research and consultancy in the field of cultural and creative industries, including situational analysis and strategy development. Specific experience in researching and providing expertise on music policy / ecosystems	Specific experience in working for government ministries and / or municipalities in developing strategies to support music
At least 5 years' experience delivering high quality research on the creative economy, including a range of qualitative, quantitative and modelling skills.	Specific experience delivering qualitative research in an intercultural environment.
At least 5 years' experience working in an international environment in culture development, policy or research.	Experience working in SEA, including Indonesia.
At least 3 years' experience working in collaborative research teams with international partners.	Experience co-designing and delivering collaborative research.
Experience of delivering high quality presentations and workshops on music / the creative economy.	Experience of successful advocacy and strategy work in SEA, including Indonesia.

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.

10.2 The following additional documentation / information is provided as part of this RFP

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
Issue of RFP documents	26 August
Deadline for clarification questions (Clarification Deadline)	30 August
British Council to respond to clarification questions	5 September
Deadline for submission of RFP responses by potential suppliers (Response Deadline)	8 September 2019, 23:59 WIB Indonesian Time (17:59 GMT UK time)
Award decision standstill letters issued	26 September
Contract concluded with winning supplier	26 September – 1 October
Contract start date	2 October 2019

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 sent to the address below by **8 September 2019, 23:59 WIB Indonesian time (17:59 GMT UK Time)** to **IDJKTprocurement@britishcouncil.or.id**

Please do not forget to add your references, proof of capability document and written commitment to undertake the tasks outlined above.

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 via email to IDJKTprocurement@britishcouncil.or.id no later than **30 August 2019**. 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 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 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 responses may also be verified as part of this stage.

14.2 Award Criteria – The first five companies which meet the essential criteria and complete tender file submissions will be invited to the presentation stage.

Supplier responses will be assessed using the following criteria and weightings. A score will be given for each part of the information submitted that is to be assessed. The qualitative aspects of your response will be evaluated entirely on your response submitted.

Criteria	Weighting
Capability to perform the task based on evidence / references	40%
Scope of expertise and skills of additional staff	40%
Commercial	20%

The responses under each sub category will be scored based on the following matrix:

Points	Interpretation
10	Excellent - A comprehensive and strong answer indicating the provider is fully capable and experienced to deliver the required outcomes. A detailed response that directly responds to all requirements with no ambiguity and relevant examples provided.
7	Good - There are slight concerns that the organisation will not be able to achieve all the outcomes required and response lacked details of relevant experience. A less detailed response that broadly responds to the requirement with some ambiguity and few relevant examples provided.
5	Adequate - There are concerns that the organisation will not be able to achieve the outcomes required and response significantly lacks details of relevant experience. A less detailed response that broadly responds to the requirement with some ambiguity and no/irrelevant examples provided.
3	Poor Response/Limited Evidence - There are serious indications that the organisation will not be able to achieve the outcomes required and has not provided appropriate evidence of experience to successfully deliver the outcomes required. A response that is not entirely relevant to the requirement, with ambiguity and lacking specific detail.
0	Unacceptable - The answer is non-compliant and/or no relevant information has been received to demonstrate the organisation can achieve the required outcomes. No response or a response that is entirely irrelevant.

14.3 The panel appointed to evaluate the bids will individually score all responses received. Each score will then have the relevant weighting applied. The mean average of the weighted scores awarded by each member of the evaluation panel will then be calculated. The mean average scores after the weighting has been applied, will be added together to produce an overall total score. Please note that all your responses to the tender requirements and the pricing schedule will be incorporated into a contractual document individually for each project. The successful tender will be the tender with the highest score awarded at the end of the evaluation process outlined in this RFP.

14.4 Commercial Evaluation – Your “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.

Annex [1] Terms of Conditions of Contract

Annex [2] Supplier Response Template

Annex [3] Brief for Project

Annex [4] Pricing Approach template