



Request for Proposal (RFP)

For: The Creative Bootcamp: UK supplier

Date: October 2021

1 Overview of the British Council

1.1 The British Council is the UK's international organisation for cultural relations and educational opportunities. We create friendly knowledge and understanding between the people of the UK and other countries. We do this by making a positive contribution to the UK and the countries we work with – changing lives by creating opportunities, building connections and engendering trust.

1.2 We work with over 100 countries across the world in the fields of arts and culture, English language, education and civil society. Each year we reach over 20 million people face-to-face and more than 500 million people online, via broadcasts and publications. Founded in 1934, we are a UK charity governed by Royal Charter and a UK public body

1.3 The British Council employs over 10,500 staff worldwide. It has its headquarters in the UK, with offices in London, Manchester, Belfast, Cardiff and Edinburgh. Further information can be viewed at www.britishcouncil.org.

2 Introduction and Background to the Project / Programme

2.1 Arts is a cornerstone of the British Council's mission to create friendly knowledge and understanding between the people of the UK and the wider world. We find new ways of connecting with and understanding each other through the arts, to develop stronger creative sectors around the world that are better connected with the UK. To achieve this our programme will span six key pillars:

1. **Cultural professionals connect** – Support organisations and artists to build networks, collaborate and develop markets.
2. **Artists and audiences** - Share the work of UK artists with global audiences face-to-face and virtually.
3. **Spotlights on culture** - Work with major UK and international cultural platforms, including festivals, seasons of culture, biennales, and major civic anniversaries.
4. **Enterprise, policy and leadership** - Develop the capacity of creative entrepreneurs and policymakers to support sustainable creative economies in their countries.

5. **Cultural heritage** - Protect heritage at risk and generate sustainable socio-economic prosperity.
6. **Our shared futures** – Transform lives through the power of art to change attitudes and create opportunities in the areas of inclusion and climate change.

About the programme:

The Creative Bootcamp is part of the Creative Collective initiative, a British Council programme that aims to support creative and social economies in Mexico through a holistic impact strategy at 3 interconnected levels: young creators, cultural leaders, and civil service.

The Creative Bootcamp is aimed at young creators, who seek to design and strengthen their creative idea or project with social impact by improving their skills about business models, pitching, value proposition, networking, and feedback.

The programme will be delivered digitally in the form of a 20-hour online programme. The online programme will combine master classes, mentoring sessions and a seed funding opportunity to share best practices done in the UK while developing their project ideas to apply for (see Specification below).

Project objectives:

1. Improve participants' understanding of the principles for planning, building, testing, communicating, and launching their creative and cultural businesses, such as:
 - a. Getting to know the general concepts within the creative economy ecosystems in Mexico and UK.
 - b. Exploring their business idea
 - c. Identifying their customers and the relationships they need to build
 - d. Using blueprint modelling to visually map how their business will function
 - e. Developing their marketing messages
 - f. Learning financial tools
 - g. Identifying distribution channels
 - h. Presenting their idea clearly and concisely
2. Apply principles or/and models of creative and cultural entrepreneurship to their own projects or organisations, improving their business models and sustainability.
3. Identify and strengthen their pitching and networking skills
4. Access to a local network consisting of MX creative and cultural practitioners

Background on similar projects related to creative and cultural enterprises:

The Creative Enterprise Programme implemented through a global partnership with Nesta, consisted on a three-day intense programme for 29 Mexican young creative entrepreneurs which took place in Mexico City in February 2019. The participants were selected from around 450 applicants and represented a range of cultural and creative industries, including: dance, crafts, disability, film, and music. The group represented the diversity of the country thanks to the partnership with the UNESCO Creative Cities Network, which included the cities of Ensenada, Guadalajara, Morelia, Mérida, San Cristobal de Las Casas, Mexico City, and Puebla. The British Council covered all costs related to travel and accommodation. The second edition would have taken place in March and May 2020 in Guadalajara, Jalisco to 50 participants, but was cancelled due to the pandemic.

References:

- Creative Enterprise Programme 2019 (<https://youtu.be/adhmoidHylw>)
- Creative Enterprise Toolkit (https://media.nesta.org.uk/documents/new_creative_enterprise_toolkit_spanish2_online.pdf)
- Skills for the Creative Economy (https://www.britishcouncil.org.mx/sites/default/files/reporte_creative_collective.pdf)

The programme included:

1. 3-day intense workshop: facilitated by a Nesta associate.
2. Guest speakers: talks delivered by Mexican creative entrepreneurs for providing local context.
3. Feedback: by peers and facilitator.
4. Networking opportunities

Outcomes 2019 programme:

- After this experience, the participants:
 - Felt more confident about their business idea.
 - Created links between their organisations.
 - Learned new tools and acquired new skills about how to organise their project.
 - Exchanged ideas with their peers.
 - Understood the financial aspects of their project.
 - Deeply appreciated having conversations with experts.

3 Tender Conditions and Contractual Requirements

This section of the RFP sets out the British Council's contracting requirements, general policy requirements, and the general tender conditions relating to this procurement process ("**Procurement Process**").

3.1 Contracting requirements

3.1.1 The contracting authority is the British Council which includes any subsidiary companies and other organisations that control or are controlled by the British Council from time to time (see: <http://www.britishcouncil.org/organisation/structure/status>).

3.1.2 The appointed supplier will be expected to deliver the goods and/or provide services at the British Council offices in Mexico, **remotely from the supplier's location**.

3.1.3 The British Council's contracting and commercial approach in respect of the required goods and/or services is set out at Annex [1] (Terms and Conditions of contract) ("**Contract**"). By submitting a tender response, you are agreeing to be bound by the terms of this RFP and the Contract without further negotiation or amendment.

3.1.4 The Contract awarded will be for a duration of **5 months (from November 2021 to March 2022)**

3.1.5 In the event that you have any concerns or queries in relation to the Contract, you should submit a clarification request in accordance with the provisions of this RFP by the Clarification Deadline (as defined below in the Timescales section of this RFP). Following such clarification requests, the British Council may issue a clarification change to the Contract that will apply to all potential suppliers submitting a tender response.

3.1.6 The British Council is under no obligations to consider any clarifications / amendments to the Contract proposed following the Clarification Deadline, but before the Response Deadline (as defined below in the Timescales section of this RFP). Any proposed amendments received from a potential supplier as part 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 30 days from the Response Deadline. A tender response not valid for this period may be rejected by the British Council.

6 Payment and Invoicing

6.1 The British Council will pay correctly addressed and undisputed invoices within 30 days in accordance with the requirements of the Contract. Suppliers to the British Council must ensure comparable payment provisions apply to the payment of their sub-contractors and the sub-contractors of their sub-contractors. General requirements for an invoice for the British Council include:

- A description of the good/services supplied is included.
- The British Council Purchase Order number is included.
- It is sent electronically via email in PDF format to nancy.sanchez@britishcouncil.org

7 Specification

The British Council invites proposals from UK suppliers to curate and design 5 masterclasses (10 hours) with experienced speakers for an online programme focused on cultural and creative entrepreneurship in Mexico.

The UK supplier will be in contact with a Mexican supplier that will produce and coordinate the overall programme, while also curating and designing 5 masterclasses (10 hours) within the Mexican context. The Mexican supplier will also be providing mentorships for 20 participants interested in applying to the seed funding opportunity granted by the British Council in Mexico. The British Council will be recruiting the Mexico supplier and appoint by November 2021. The masterclasses will take place from late January until February 2022.

The deliverables include:

- Worksheets and templates for free download to be used on the master classes delivery with the participants or after the delivery as a brief.
- List of resources for further information about the topics covered in the masterclasses
- Working sessions with the MX supplier on how to coordinate the topics of the masterclasses in the context of each country.
- Participation in the selection panel for the beneficiary of the seed funding.

UK suppliers will be working alongside the British Council Mexican team to curate and design the overall masterclasses programme aligned to the Creative Collective objectives previously described. The British Council will carry out the coordination related to recruiting the Mexican supplier as well as the participants'

online registration to the programme. English and Spanish simultaneous translation during the programme will also be provided by the British Council.

The UK supplier will be responsible for:

- Managing £10,000 budget which should cover all costs of the masterclasses
- Designating a focal point that will carry out the consultancy session with the Mexican supplier.
- Though the UK supplier is not responsible for designing overall programme structure, British Council welcomes any improvements, changes, or augmentations to the programme outline from the UK supplier.

The following is the outline of the 20-hour masterclasses programme plus mentorship sessions. This outline has been designed based on similar programmes we have held in the past. It is designed and offered as a baseline framework, and we are open to innovative approaches based upon the UK supplier's expertise and experience, considering that this edition will be delivered digitally to medium-scale audiences.

	Topics	Day 1	Day 2	Day 3
W1 24-20 Jan	general concepts: creative/circular economies, cultural and creative enterprises/ hubs community building	Introductory session (BC, UK, and MX Partner) UK masterclass	MX masterclass	Mentorship sessions for 20 seed funding applicants (MX partner)
W2 Jan 31st – Feb 6th	Business models, value proposition, brand planning and customers	UK masterclass	MX masterclass	Mentorship sessions for 20 seed funding applicants (MX partner)
W3 7th-13th Feb	Finance and legal aspects	UK masterclass	MX masterclass	Mentorship sessions for 20 seed funding applicants (MX partner)
W4 14th-20th Feb	Marketing and digital channels	UK masterclass	MX masterclass	Mentorship sessions for 20 seed funding applicants (MX partner)
W5 21st-27th Feb	soft skills/ fundraising for creative enterprises	UK masterclass	MX masterclass, closing session, seed funding award (BC, UK and MX partner)	

PARTICIPANTS

The general profile of the participants includes:

- Young Mexican entrepreneurs between 18 and 35 years old who have or are or want to be part of a cultural or creative project.
- The participants' project must be in the inception or in the design phase.
- The project must necessarily be from the creative and cultural industries.

The participants must fill in an online application in where they explain their project idea and/or business model.

We are expecting an amount of 200 participants attending the online masterclasses but only a group of 20 will be selected for the seed funding opportunity and the mentoring sessions with the MX supplier. Finally, 1 participant will be awarded with the seed funding opportunity.

8 Mandatory Requirements / Constraints

8.1 As part of your tender response, you must confirm that you meet the mandatory requirements / constraints, if any, as set out in the British Council's specification forming part of this RFP. A failure to comply with one or more mandatory requirements or constraints shall entitle the British Council to reject a tender response in full.

8.2 Suppliers are invited to formulate a detailed proposal to develop the objectives and process of this programme that represents value for money against **a maximum budget of GBP 10,000 including VAT.**

9 Qualification Requirements

9.1 As part of your tender response, you must confirm compliance with any qualification requirements as set out at Annex [2] (Supplier Response). A failure to comply with one or more such qualification requirements shall entitle the British Council to reject a tender response in full.

10 Key background documents and further information

10.1 Further relevant background documents / information may be provided to potential suppliers as set out below, as an Annex to this RFP and/or by way of the issue of additional documents / links to additional information / documents. Where no such information / documents are provided, this Section of the RFP will not apply.

11 Timescales

11.1 Subject to any changes notified to potential suppliers by the British Council in accordance with the Tender Conditions, the following timescales shall apply to this Procurement Process:

Activity	Date / time
RFP Issued to bidding suppliers	October 18 th 2021
Deadline for clarification questions (Clarification Deadline)	October 29 th 2021
British Council to respond to clarification questions	November 1 st 2021
Deadline for submission of RFP responses by potential suppliers (Response Deadline)	November 7 th 2021

Final Decision	November 10 th , 2021
Contract concluded with winning supplier	November 11-17 2021
Contract start date	November 18 th , 2021

12 Instructions for Responding

12.1 The documents that must be submitted to form your tender response are listed at Part [2] (Submission Checklist) of Annex [2] (Supplier Response) to this RFP. All documents required as part of your tender response should be submitted to **Nancy.Sanchez@britishcouncil.org** by the Response Deadline, as set out in the Timescales section of this RFP.

12.2 The following requirements should be complied with when submitting your response to this RFP:

- 12.2.1 Please ensure that you send your submission in good time to prevent issues with technology – late tender responses may be rejected by the British Council.
- 12.2.2 Do not submit any additional supporting documentation with your RFP response except where specifically requested to do so as part of this RFP. PDF, JPG, PPT, Word and Excel formats can be used for any additional supporting documentation (other formats should not be used without the prior written approval of the British Council).
- 12.2.3 All attachments/supporting documentation should be provided separately to your main tender response and clearly labelled to make it clear as to which part of your tender response it relates.
- 12.2.4 If you submit a generic policy / document you must indicate the page and paragraph reference that is relevant to a particular part of your tender response.
- 12.2.5 Unless otherwise stated as part of this RFP or its Annexes, all tender responses should be in the format of the relevant British Council requirement with your response to that requirement inserted underneath.
- 12.2.6 Where supporting evidence is requested as 'or equivalent' you must demonstrate such equivalence as part of your tender response.
- 12.2.7 Any deliberate alteration of a British Council requirement as part of your tender response will invalidate your tender response to that requirement and for evaluation purposes you shall be deemed not to have responded to that particular requirement.
- 12.2.8 Responses should be concise, unambiguous, and should directly address the requirement stated.
- 12.2.9 Your tender responses to the tender requirements and pricing will be incorporated into the Contract, as appropriate.

13 Clarification Requests

13.1 All clarification requests should be submitted to **Nancy.Sanchez@britishcouncil.org** by the Clarification Deadline, as set out in the Timescales section of this RFP. The British Council is under no obligation to respond to clarification requests received after the Clarification Deadline.

13.2 Any clarification requests should clearly reference the appropriate paragraph in the RFP documentation and, to the extent possible, should be aggregated rather than sent individually.

13.3 The British Council reserves the right to issue any clarification request made by you, and the response, to all potential suppliers unless you expressly require it to be kept confidential at the time the request is made. If the British Council considers the contents of the request not to be confidential, it will inform you and you will have the opportunity to withdraw the clarification query prior to the British Council responding to all potential suppliers.

13.4 The British Council may at any time request further information from potential suppliers to verify or clarify any aspects of their tender response or other information they may have provided. Should you not provide supplementary information or clarifications to the British Council by any deadline notified to you, your tender response may be rejected in full and you may be disqualified from this Procurement Process.

14 Evaluation Criteria

14.1 You will have your tender response evaluated as set out below:

Stage 1: Tender responses will be checked to ensure that they have been completed correctly and all necessary information has been provided. Tenders responses correctly completed with all relevant information being provided will proceed to Stage 2. Any tender responses not correctly completed in accordance with the requirements of this RFP and/or containing omissions may be rejected at this point. Where a tender response is rejected at this point it will automatically be disqualified and will not be further evaluated.

Stage 2: If a bidder succeeds in passing Stage 1 the evaluation, then it will have its detailed tender response to the British Council’s requirements evaluated in accordance with the evaluation methodology set out below.

14.2 Award Criteria – Responses from potential suppliers will be assessed to determine the most economically advantages tender using the following criteria and weightings and will be assessed entirely on your response submitted:

Criteria	Weighting
Matching of criteria particularly skills, knowledge and experience, outlined in this RFP	30%
Quality of proposal	20%
Methodology and Approach	30%

Commercial (value for money)	20%
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14.3 Scoring Model – Tender responses will be subject to an initial review at the start of Stage 3 of the evaluation process. Any tender responses not meeting mandatory requirements or constraints (if any) will be rejected in full at this point and will not be assessed or scored further. Tender responses not so rejected will be scored by an evaluation panel appointed by the British Council for all criteria other than Commercial using the following scoring model:

Points	Interpretation
10	Excellent – Overall the response demonstrates that the bidder meets all areas of the requirement and provides all of the areas evidence requested in the level of detail requested. This, therefore, is a detailed excellent response that meets all aspects of the requirement leaving no ambiguity as to whether the bidder can meet the requirement.
7	Good – Overall the response demonstrates that the bidder meets all areas of the requirement and provides all of the areas of evidence requested, but contains some trivial omissions in relation to the level of detail requested in terms of either the response or the evidence. This, therefore, is a good response that meets all aspects of the requirement with only a trivial level ambiguity due the bidder's failure to provide all information at the level of detail requested.
5	Adequate – Overall the response demonstrates that the bidder meets all areas of the requirement, but not all of the areas of evidence requested have been provided. This, therefore, is an adequate response, but with some limited ambiguity as to whether the bidder can meet the requirement due to the bidder's failure to provide all of the evidence requested.
3	Poor – The response does not demonstrate that the bidder meets the requirement in one or more areas. This, therefore, is a poor response with significant ambiguity as to whether the bidder can meet the requirement due to the failure by the bidder to show that it meets one or more areas of the requirement.
0	Unacceptable – The response is non-compliant with the requirements of the RFP and/or no response has been provided.

14.4 Commercial Evaluation – Your “Overall Price” (as calculated in accordance with requirements of Annex [3] (Pricing Approach) for the goods and/or services will be evaluated by the evaluation panel for the

purposes of the commercial evaluation. Prices must not be subject to any pricing assumptions, qualifications or indexation not provided for explicitly by the British Council as part of the pricing approach. In the event that any prices are expressed as being subject to any pricing assumptions, qualifications or indexation not provided for by the British Council as part of the pricing approach, the British Council may reject the full tender response at this point. The British Council may also reject any tender response where the Overall Price for the goods and/or services is considered by the British Council to be abnormally low following the relevant processes set out under the EU procurement rules. A maximum offer score of 10 will be awarded to the tender response offering the lowest "Overall Price". Other tender responses will be awarded a mark by application of the following formula: (Lowest Overall Price/Overall Price being evaluated) x 10 (rounded to two decimal places) = commercial score.

14.5 Moderation and application of weightings – The evaluation panel appointed for this procurement will meet to agree and moderate scores for each award criteria. Final scores in terms of a percentage of the overall tender score will be obtained by applying the relevant weighting factors set out as part of the award criteria table above. The percentage scores for each award criteria will be amalgamated to give a percentage score out of 100.

14.6 The winning tender response – The winning tender response shall be the tender response scoring the highest percentage score out of 100 when applying the above evaluation methodology, which is also supported by any required verification evidence (to include, without limitation, any updated information or references relating to any Qualification Question responses) obtained by the Authority relating to any self-certification or other requirements referred to in the Qualification Questionnaire (*if used*). If any verification evidence requested from a supplier, or a relevant third party as may be referred to by the supplier in the Qualification Questionnaire (*if used*) as a party prepared to provide such information, is not provided in accordance with any timescales specified by the British Council and/or any evidence reviewed by the British Council (whose decision shall be final) does not demonstrate compliance with any such requirement, the British Council may reject that tender response in full and disqualify the potential winning supplier from the Procurement Process at that point.

List of Annexes forming part of this RFP (issued as separate documents):

Annex 1 - Terms and Conditions of Contract

Annex 2 – Supplier Response

Annex 3 – Pricing Approach