

Request for Proposal (RFP)

For: Research to identify skills gaps, shortages and opportunities affecting the arts and creative industries in India (Bangalore, Chennai, Mumbai and Kolkata)

Date: July 2016

1 Overview of the British Council

1.1 The British Council is the United Kingdom's international organisation for cultural relations and educational opportunities. Its purpose is to build engagement and trust for the UK through the exchange of knowledge and ideas between people worldwide. It seeks to achieve its aims by working in education, science, governance, English and the arts. In 2013-14, its programmes reached a total audience of 600 million people worldwide and we engaged directly with 10.9 million. In 2013 to 2014, the British Council had a total turnover of £864million. Its income included a grant-aid of £165 million from the UK government, £573 million from fees and income from services such as English teaching, exams administration and £117 million from the management of client-funded contracts, and funding from a wide range of public and private sector partners.

1.2 The British Council was established in 1934 and incorporated by Royal Charter in 1940. It is registered as a charity in England and Wales (charity no. 209131) and Scotland (charity no. SC037733). It is also an executive non-departmental public body, with the Foreign and Commonwealth Office as its sponsoring department.

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

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

1.4 The British Council works in more than 110 countries around the world and employs over 7000 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 Context of the Cultural Skills Unit

Skills matter. They matter for a myriad of reasons including employability, prosperity and human capital growth. This is an exciting time for the British Council as we develop a more strategic skills offer for the arts and creative industries, responding to evidence of need and global demand.

To support this endeavour, the Cultural Skills Unit (CSU), responsible for leading the scoping and coordination of skills programmes across the globe has been established. Everything the unit does is based on solid evidence. The CSU works to undertake research which identifies skills gaps, shortages and opportunities affecting the arts and creative industries internationally, in order to better inform the development of new programmes and partnerships.

The research consists of desk research into the cultural sector overall, and skills development in the sector, followed by interviews with sector professionals to get a clear understanding about the requirements of the sector, from those who know it best.

Drawing on the research findings and recommendations globally, the CSU is developing a global portfolio of cultural skills programmes (some of which will be income-generating) that provide life-enhancing international opportunities for young people & cultural sector professionals to develop their technical competencies (e.g. sound engineering; lighting design; production; animation; curation, conversation for museums etc.), and transversal skills (e.g. business; marketing; finance; digital). Activity will take place in the following areas:

- Policy: E.g. Cultural and Vocational Education Policy; National Occupational Standards; Qualifications Frameworks; Apprenticeships and Internships for the Arts)
- Professional Development: E.g. International training courses, seminars and exchanges to develop the technical and transversal skills and competencies of cultural sector professionals.
- Youth Engagement in the Cultural Sector: E.g. Apprenticeships; Live Briefs; Work Placements; Training courses and seminars; International Exchanges.
- English language qualification for the Cultural Sector: E.g. New bespoke technical English language courses tailored specifically for the cultural sector.

In turn this will help strengthen the cultural sector globally, contributing to the vitality of society, growing the UK's reputation and building trust between people and institutions globally.

Research has already been completed, and programme development has commenced in the UK, Europe, East Asia and the Middle East and North Africa. India will be another country where detailed research will be undertaken as a vital first step. We have issued this RFP to identify individuals, groups or agencies who would be well placed to undertake this research on our behalf.

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, reporting to the British Council offices in India and the UK.

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

3.1.4 The Contract awarded will be for a duration of no more than 3 months.

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

3.1.6 The British Council is under no obligations to consider any clarifications / amendments to the Contract proposed following the Clarification Deadline, but before the Response Deadline (as defined below in the Timescales section of this RFP). Any proposed amendments received from a potential supplier as part its tender response shall entitle the British Council to reject that tender response and to disqualify that potential supplier from this Procurement Process.

3.2 General Policy Requirements

3.2.1 By submitting a tender response in connection with this Procurement Process, potential suppliers confirm that they will, and that they shall ensure that any consortium members and/or subcontractors will, comply with all applicable laws, codes of practice, statutory guidance and applicable British Council policies relevant to the goods and/or services being supplied. All relevant British Council policies that suppliers are expected to comply with can be found on the British Council website

(<http://www.britishcouncil.org/about/policies>). The list of relevant policies includes (but it is not limited to): Anti-Fraud and Corruption, Child Protection Policy, Equal Opportunities 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 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.

Conflict of interest

The British Council may exclude the supplier if there is a conflict of interest which cannot be effectively remedied. The concept of a conflict of interest includes any situation where relevant staff members have,

directly or indirectly, a financial, economic or other personal interest which might be perceived to compromise their impartiality and independence in the context of the procurement procedure.

Where there is any indication that a conflict of interest exists or may arise then it is the responsibility of the supplier to inform the authority, detailing the conflict in a separate Appendix to Suppliers Response [Annex 2]. Provided that it has been carried out in a transparent manner, routine pre-market engagement carried out by the British Council should not represent a conflict of interest for the Supplier.

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 in 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 60 days from the Response Deadline. A tender response not valid for this period may be rejected by the British Council.

6 Payment and Invoicing

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

- A description of the good/services supplied is included;
- The bank details of the Supplier is included;
- The amount of payment is included.

7 Specification

7.1 Research Objectives

The research will provide a contextual overview of India's **cultural sector landscape** (Policy; Funding; Growth etc.), **cultural-education landscape** (Availability of technical arts training; Apprenticeships; CPD courses etc.) **and the socio-economic landscape**.

It will also contribute greater understanding of the **skills gaps** (technical and transversal, not artistic) and labour shortages affecting the cultural sector in India, including any differences or similarities across sectors and cities.

Key players addressing the skills gaps and shortages will be identified, as well as an outline of market demand for their products (if applicable). Potential partners and possible co-investors for future programme development will also be acknowledged in the paper.

The research will close by providing clear recommendations to inform the development of new evidenced-based programmes and products that address need. Recommended business models for these programmes should also be included.

We are looking for researchers to cover the following cities: Bangalore, Chennai, Mumbai and Kolkata. We are flexible on whether the research is conducted by the same research agency, group of researchers, or individual researcher in all or several cities, or whether the research is conducted by different agencies, groups or individuals in each different city. We are therefore inviting applications from individuals, groups or organisations to undertake research in just one city, or in multiple cities.

7.2 Requirements of the researcher

MANDATORY REQUIREMENT: We require an individual or team who has experience of conducting social research, preferably in India, and in the cultural sector. The individual or team should also have a good knowledge of the cultural sector in India and in the specific city or cities where they will be undertaking the research and will be able to identify relevant and suitable people to speak to as part of the primary research. We would ask for the names of the nominated research lead and arts lead within the team (this may be the same person, or different people, dependent on whether undertaking the research as an individual or part of a team) and the application should specify what qualifies each lead for this position.

The researcher or research team must be able to deliver the full report in English. They must also be able to conduct primary research in English as well as the local language, so as not to exclude any potential interviewees on this basis.

7.3 Research Methods and process

MANDATORY REQUIREMENT: A mixed methods approach should be employed by the Consultant. This is in keeping with the precedent set in other regions of the world where CSU research has been undertaken. This should include:

1. **A desk-based literature review** which should provide a
 - a. **Introduction to the cultural sector** (Crafts; Gaming and Animation; Theatre; Dance; Fashion; Festivals; Design; Architecture; Heritage and Visual Arts; Music; Literature and Publishing, Film, Media), presenting a short overview for each area, main stakeholders and institutions.

This should include but not limited to details about cultural policy, funding availability, growth in the sector, 'key players' in state and private funded sectors, emerging institutions with high potential for becoming a "key player" in the next 3-5 years.

- b. Overview of the **skills gaps in the cultural sector across India** as a whole.

Following this, the **literature review** should provide an overview of the vocational-education and socio-economic landscape in India, and identify emerging themes in relation to skills gaps, shortages, market demand and opportunity. The literature review can also be used to identify future interview/survey respondents.

2. **Semi-structured interviews** across the following cities in India: Delhi, Kolkata, Mumbai, Chennai, and Bangalore, with professionals working in the following eight sectors (Theatre; Dance; Fashion; Museums and Heritage; Visual Arts; Music; Film; Festivals). Interview participants should include:
 - Policymakers
 - Cultural professionals in 9 sectors
 - University and vocational college rectors/department leads.

- Cultural institutions providing short-term education/professional development opportunities
- Business sector supporting culture and education/professional development in culture domain
- Provision of arts/culture education in secondary schools, i.e. career clinics for final year students, arts courses as extra curriculum.

The Consultant will be expected to conduct approximately 30-40 interviews in each city to ensure the sample is balanced and representative across all 9 sectors. It is expected that a number of these interviews will be undertaken face to face, while others can be undertaken over the phone. The Consultant will be expected to undertake interviews in English or the local language, so as to ensure that potential interviewees are not excluded on the basis of language barriers.

The interviews will provide a more in-depth insight into the skill gaps and key players in capacity-building for the cultural sector and should include examples of best practice of cultural skills provision delivered by organisations and key players in the cultural sector, recommendations from sectors professionals, existing as well as emerging skills needs.

3. **Focus Groups** – 1 focus group in each city with professionals from the following specific sectors;; Theatre; Dance; Fashion; Museums and Heritage; Visual Arts; Music; Film; Festivals. If one area is stronger than others in different cities, there is flexibility to focus on the specific strength or priority area (s).
4. **Speaking to young people who are studying to enter into employment in the sector**

An integral element of the research is to learn more about barriers faced by young people trying to enter the culture sector for employment. While the interviews and online survey (below) will enable us to gain some understanding of this through speaking with current professionals and those involved in cultural education programmes, it is also important to speak directly with the young people via focus groups or an online survey. An online survey aimed at this group would be largely the same as the online survey aimed at current professionals, but will also include some additional questions designed to specifically explore barriers at entry level. Focus groups with young people would be similar to the art form specific focus groups, but would take a closer look at entry into employment into the sector, including specific barriers and opportunities in this area.

Speaking with young people should result in an overview that is focused on educational provision for current professionals and young people looking to enter the cultural sector.

This should include but not limited to availability and breadth of cultural sector technical training courses; availability of apprenticeships and entry-into-work initiatives for young people.

5. **Online Survey** - To increase the validity of the study and to gain insights from a broader sample, a minimum of 200 people in total from across all sectors in each region of the country (North, South East and West India) will be expected to complete an online survey.
6. **Summary Report** Once all of the data has been collected, it will be analysed and written up into a detailed report, providing contextual information, in-depth findings, and recommendations. This report will be written by the research consultant. It is expected that the research consultant will liaise with the CSU research manager and programme manager, as well as the country arts manager, to devise suitable and practical recommendations. As part of the overall report, the Supplier will include an executive summary which will also be used as a standalone document and be available to the public. British Council will provide a template for the report. It is important that this template is followed, so as to ensure consistency across the different countries.
7. **Presentation** The successful research consultant should also draw up a presentation of key research findings and recommendations. This presentation should be made available to British Council staff so that the findings can be presented to other audiences in the future.

7.4 Research Questions

Interview, survey and focus group questions have already been developed for the researcher to use. These questions are standardised and are being used within all CSU research globally.

The researcher is encouraged to review these questions and make amendments in consultation with the British Council, according to cultural sensitivities and in order to further ameliorate the quality of the research methodology.

MANDATORY REQUIREMENT: In lieu of providing the full set of interview questions, the following provides a summary of the questions to be answered in the research report:

Section 1: Research Questions: Mapping the landscape

- What does the Cultural Sector Landscape look like in India? (Policy; funding; growth etc.)
- What does the Arts-Education landscape look like in India for young people and professionals? (Availability and breadth of cultural sector technical training courses; availability of apprenticeships and entry-into-work initiatives for young people?)
- What does the socio-economic landscape look like in India?
- What examples of best practice cultural skills provision is being delivered by organisations and key players in the cultural sector?

Section 2: Research Questions: Need and market demand

- Thinking about skills in the sector, is there any specific area of expertise within the cultural sector in India?
- Is there a lack of suitably qualified, skilled and experienced candidates to fill certain positions in the cultural sector?
- Do cultural sector professionals lack the necessary skills to meet business needs? If so, which skills?
- How well prepared are school and university leavers to enter the field of work in the arts and creative industries?
- Where is the greatest market demand observed, in relation to the skills gaps and labour shortages identified?

Section 3: Research Questions: British Council added value

- Is there sufficient provision by civil society/ed. Institutes/cultural organisations etc. to address need and market demand for cultural skills?
- Where could the British Council add greatest value by filling gaps in existing provision by other providers; and where is there greatest opportunity? Clearly identifying similarities and differences between areas of greatest need, potential market demand and opportunity?
- Who are the key players, potential partners and possible co-investors for the development of new cultural skills programmes and products?
- What risks or challenges could impede the successful development and delivery of CSU activity?

Section 4: Research Questions: Recommendations

- Recommended areas of opportunity for the development of cultural skills programmes and activity for young people and professionals (including business models we should use for programmes)

7.5 Research Ethics

MANDATORY REQUIREMENT: The Consultant is expected to follow strict adherence to ethical guidelines in research. This includes, but is not limited to, ensuring:

1. Participants are fully informed of what the research is about, how the data will be used and why they are being invited to take part. An 'Information sheet' for participants has been drafted and will require translating by the researcher.

2. Participants provide their informed and voluntary consent before taking part in the research. A 'participant consent' clause is included in the 'Information sheet for participants'.
3. Criminal Record Bureau clearance is received prior to conducting any focus groups with minors.
4. Parental consent forms have been signed and collected for all minors participating in the research.
5. Participants remain anonymous in the research and all quotes are cited anonymously with the participants consent.
6. Research is conducted in a space that is comfortable for the participants and where they are able to speak freely.
7. Participants are aware that participating in the research does not constitute an increased likelihood that the British Council will later partner with their organisation/institute.
8. Participants are aware the research and data will be for internal British Council use only and that a short executive summary paper will be made available to the public and research participants.
9. Data and sensitive information is stored securely and not on any portable devices (e.g. USB's, laptop desktops etc.).
10. Interview and focus group questions are asked sensitively and tailored appropriately for the various audiences participating in the research.

7.6 Research Deliverables: Style and Length of Report

MANDATORY REQUIREMENT: The researcher will be required to produce a comprehensive written report in English which includes graphs and statistical data with an accompanying narrative. The researcher will also be required to draft an executive summary that will be published and shared with the public and external partners.

The report should be structured as follows, in keeping with the format of the CSU's research reports for the EU, East Asia and Middle East and North Africa.

Foreword

Acronyms and Key Terminology

Executive Summary

Introduction and Background

Methodology

Key Findings

- Socio-Political and Economic Context
- Contextual Overview of the Cultural Sector
- Contextual Overview of the Education Sector
- Examples of past and present British Council Skills Activity in Russia
- Skills Gaps across the Cultural Sector (analysis for both young people and professionals)
- Market Demand
- Skills Shortages across the Cultural Sector
- Key Players
- Risks and Considerations when developing cultural skills activity

Conclusion

- Recommendations and Business Models
- Possible Delivery Partners and Co-Investors

Appendices

- Strategic Overview of Key Findings
- Consolidation of Key Statistics and Data
- British Council Added-Value
- Bibliography

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

The researcher is encouraged to review this format and make suggested amendments in consultation with the British Council, in order to further ameliorate the quality of the research report produced.

The structure of the publishable executive summary will be developed in discussion between the British Council and the researcher. An example of previous executive summaries produced in other regions can be found here: <https://www.britishcouncil.org/cultural-skills-unit/research>

7.7 Audience and Use of Findings

The comprehensive written report is likely to be for internal British Council use only to inform the development of new programmes, products and partnerships. The executive summary will be available to the wider public.

7.8 Intellectual Property

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

7.9 Research Management

The research will be managed and overseen by the British Council UK and by British Council India.

7.10 Research Timeframe and Key Milestones

MANDATORY REQUIREMENT: Research to be completed within no more than 3 months. The research should follow the suggested timeline as detailed below.

Stage 1 / Set up and desk research

- To develop the research action plan and agree timings
- To conduct desk research
- To adjust survey questions to make it country-specific
- To identify institutions/individuals for interviews
- To approach interviewees and schedule interviews
- To agree action plan and list of institutions/individuals with the British Council

Stage 2 / Data collection

- To run face-to-face and telephone interviews as per agreed list of interviewees
- To analyse the interview results
- To send out on-line survey to agreed target audience
- To provide summary of key findings of stage 2 to the British Council

August 2016. Stage 3 / Analysis

- To collect and analyse the results
- To draw together findings from the different phases of the research and assess correlations and/or contradictions across the different data collection methods to triangulate findings
- To brief the British Council team on key findings and discuss likely recommendations

September 2016. Stage 4 / Reporting

- To write up the report
- To provide a draft report to the British Council for comments and any adjustment if needed
- To finalise the report following the British Council comments
- To produce and submit a final report
- To draw up a summary presentation

See Annex 2 for information and a template in relation to the content and format of any supplier tender response to be submitted.

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 Timescales

9.1 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	27 July 2016
Deadline for clarification questions (Clarification Deadline)	2 August 2016
British Council to respond to clarification questions	5 August 2016
Deadline for submission of RFP responses by potential suppliers (Response Deadline)	12 August 2016
Final Decision	17 August 2016 (anticipated)
Contract concluded with winning supplier	19 August 2016 (anticipated)
Contract start date	22 August 2016 (anticipated – to be agreed with winning supplier)

Once the contract with the successful applicant is agreed, the following timeline will apply. Please note that there is room for some shift within this timeline but the date of submission of the first and final drafts of the report must be adhered to.

Activity	Date / time
Agreement of list of interview and focus group contacts and mail out list for online survey	22 August 2016
Primary fieldwork	Early September 2016
Online survey live	Early - mid September 2016
Discussion about recommendations and submission of findings so far	Early October 2016
Submission of final draft of report	17 October 2016
Submission of final draft of report	31 October 2016

10 Instructions for Responding

10.1 All information that must be provided to form your tender response are listed in Annex [2] (Supplier Response) to this RFP. All documents required as part of your tender response should be submitted to erica.roscoe@britishcouncil.org by the Response Deadline, as set out in the Timescales section of this RFP.

10.2 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.

11 Clarification Requests

11.1 All clarification requests should be submitted to erica.roscoe@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.

11.2 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.

11.3 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.

11.4 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..

12 Evaluation Criteria

12.1 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 Stages 1 of the evaluation, then it will have its detailed tender response to the British Council's requirements evaluated in accordance with the evaluation methodology set out below.

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

Criteria	Weighting
Quality	[35]%
Methodology and Approach	[35]%
Price	[30]%

Quality will be assessed based on experience of conducting relevant research and knowledge of the cultural sector.

Methodology and Approach will be assessed based on how the consultant(s) plans to identify the most suitable individuals for the primary research, and how these individuals will be reached.

Price will be assessed based on the total cost for the whole research project.

13.3 Scoring Model – Tender responses will be subject to an initial review at the start of Stage 2 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.

13.4 Commercial Evaluation – the overall price of the Research are calculated by the Tender respondents with detailed description of all expenses in Annex 2 [Supplier Response] – Relative Scoring method would be used where the cost of lowest bidder would be provided with full marks and all others would be relatively scored against this bid cost.

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

13.6 The winning tender response – The winning tender response shall be the tender response scoring the highest percentage score out of 100 when applying the above evaluation methodology, which is also supported by any required verification evidence.

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

Annex 1 – Terms and Conditions of Contract

Annex 2 – Supplier Response