

Request for Proposal (RFP)

For: Research on Creative Enterprises and Inclusive Growth in the Philippines

Date: 27 September 2019

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 The UK pioneered the concept of the 'creative industries' in 1999. Today, it is part of a £2,250 billion global market, one of the world's fastest growing sectors. The creative industries is recognised as a source of innovation, economic growth, and personal wellbeing and community cohesion, but harnessing its potential can be a challenge.

Digital technology means this sector is developing quickly, opening up new possibilities for creative experiences while disrupting old models. Shifts in the global economy, technology and urbanisation are causing rising inequality alongside these new opportunities. The significant outcomes achieved by creative enterprises in these areas are, however, not as inclusive as desired or possible, and the sector is yet to be as impactful for women, minorities, and people from economically disadvantaged settings.

The creative industries is of growing strategic significance in the Philippines, with increased governmental and municipal interest in developing and growing the creative economy and in maximising its value to a range of agendas – such as for economic growth and competitiveness, inclusion and

sustainability, and for creative city-making. This includes a focus on creative hubs, creative mapping and partnership, and policy development.

The British Council, working with local and UK research partners, would like to understand the profile, dynamics and impact of creative enterprises in the Philippines. Through desk research, surveys, interviews and, potentially, workshops, the research will develop new knowledge on the ways creative businesses are contributing to social outcomes.

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.

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

- a) generate new, engaging and relevant evidence on the creative economy in south east Asia
- b) test and develop new effective research methodologies which help to improve baseline understanding of sector trends and the impact of interventions
- 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) build new and sustainable partnerships with SEA and UK research experts – in universities, consultancies, municipalities etc.
- g) share evidence and approaches at a regional and international level – to build new channels of professional knowledge exchange and mutuality.
- h) Build long-term strategic relations with the UK.

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 provide services to the British Council offices in The Philippines.

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 4 months with an option for an extension.

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 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 [2] (Supplier Response), you must provide clear and specific detail as to:

- the precise elements which are considered confidential and/or commercially sensitive;
- why you consider an exemption under the FOIA or EIR would apply; and
- the estimated length of time during which the exemption will apply.

4.8 The use of blanket protective markings of whole documents such as “commercial in confidence” will not be sufficient. By participating in this Procurement Process you agree that the British Council should not and will not be bound by any such markings.

4.9 In addition, marking any material as “confidential” or “commercially sensitive” or equivalent should not be taken to mean that the British Council accepts any duty of confidentiality by virtue of such marking. You accept that the decision as to which information will be disclosed is reserved to the British Council, notwithstanding any consultation with you or any designation of information as confidential or commercially sensitive or equivalent you may have made. You agree, by participating further in this Procurement Process and/or submitting your tender response, that all information is provided to the British Council on the basis that it may be disclosed under the Disclosure Obligations if the British Council considers that it is required to do so and/or may be used by the British Council in accordance with the provisions provision of this RFP.

4.10 Tender responses are also submitted on the condition that the appointed supplier will only process personal data (as may be defined under any relevant data protection laws) that it gains access to in performance of this Contract in accordance with the British Council’s instructions and will not use such personal data for any other purpose. The contracted supplier will undertake to process any personal data on the British Council’s behalf in accordance with the relevant provisions of any relevant data protection laws and to ensure all consents required under such laws are obtained.

5 Tender Validity

5.1 Your tender response must remain open for acceptance by the British Council for a period of [sixty days] from the Response Deadline. A tender response not valid for this period may be rejected by the British Council.

6 Payment and Invoicing

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

- A description of the good/services supplied is included.
- The British Council Purchase Order number is included.
- It is sent electronically via email in PDF format to malaya.delrosario@britishcouncil.org.ph or by post to:

The British Council
Attn. Malaya DEL ROSARIO
7th Floor, The Curve, 32nd Street corner 3rd Avenue, Bonifacio Global City
Taguig City, Philippines

7 Specification

“Creative entrepreneurship is the practice of setting up a business in one of the creative industries. The creative entrepreneur is concerned first and foremost with the creation and exploitation of creative and intellectual capital, whereas the social entrepreneur is primarily interested in pursuing innovative solutions to social problems. Some even suggest that wealth creation and cultural value should be specific returns expected from creative entrepreneurs (Aageson 2008; Mangematin, Sapsed, and Schüßler 2014).

“The social entrepreneur creates an enterprise that is both mission driven and market focused, with the mission being just as important as the return. The mission and vision of the institution help to determine the return and define how problems will be solved and how opportunities will be taken advantage of through the enterprise. Creative enterprises must stay focused on the market as well in order to remain financially viable. For the most part, the impact investing community seems primarily interested in the altruistic form of entrepreneurship that focuses on the benefits that society may reap. Entrepreneurship in this case becomes a social endeavor when it transforms social capital in a way that affects society positively.”¹

In the Philippines, much work is underway to highlight the profile and dynamics of the creative industries and to better understand how it can be impactful for inclusive growth. This research will explore how the creative industries is delivering inclusive growth. This will be through a methodology which measures the missions, motivations and levels of awareness of creative enterprises.

For example, the research will explore whether and how creative enterprises are socially driven and aware. It will build an understanding of how creative enterprises position their social mission, while examining outcomes that are not as positive. It will develop case studies on creative businesses with a deliberate social mission, and those which deliver social impact as an indirect result of their activities, i.e. their creative output. It will build awareness of the challenges and opportunities creative businesses face in aligning social and creative agendas; point to best practice; and highlight how creative businesses can be better supported to develop as enterprises, uphold creative excellence, and achieve social ambitions.

¹ <https://www.giarts.org/article/creative-social-enterprise-impact-investment>

This research will further play an important role in better understanding the ways creative businesses are adapting to technological and social change – for example how they are using digital technologies to further their creative, social and commercial aims. It will also consider the role of government and civil society in providing the enabling conditions for inclusive and socially impactful growth through the creative industries.

Please refer to **section 10** of this RFP for a list of related literature.

Overarching goals of the research include:

- Development of new knowledge on the social impact of creative enterprises
- Development of a clear overarching perspective regarding the social focus of creative enterprises across the country and the direct and indirect impacts – positive or negative - of socially focused activities
- A clear report with case studies on the social role and impact of creative enterprises and their potential for development and innovation as social catalysts, which deliver inclusive growth
- Advancement of the role of the British Council as a leader and enabler in this space
- Development of new knowledge, which can be used by creative enterprises, government and civil society – to increase support for enterprises that bring about creative and social development.
- Building professional relationships between researchers in the UK and Philippines.

Research questions

Despite the creative industries being described as having a profound social impact and being an enabler of inclusive growth, little is known on how socially driven or aware creative enterprises are in the Philippines.

- Do creative enterprises have a deliberate social mission or is social impact an indirect result of their activities?
- What are the social outcomes – whether positive or negative, deliberate or non-deliberate - of their activities?
- How does having a social mission contribute, if at all, to the ‘success’ or ‘sustainability’ of creative enterprises?

Research scope

In his [2017](#) report, creative economy consultant, Dr. Tom Fleming, remarked: “The Creative Industries can play a transformational role in the quality and competitiveness of cities and regions across the Philippines. There are opportunities to nurture significant cluster developments across the country.”

Thus, the research will focus on three key cities, namely Makati, Baguio and Cebu. This also follows a 2018 research commissioned by British Council and led by the Creative Economy Council of the Philippines and Asian Institute of Management, on the impact and opportunities of creative industries in two cities in the Philippines², as well as a 2017 report on the state of social enterprises in the Philippines, *Reaching the Farthest First*³. Baseline data in both these research projects will enable the researcher(s) to build a sample of consultees and ease the process of situation analysis and consultation.

The research will focus on some or all of the five creative sectors declared as priority sectors of the Philippine government under the Department of Trade and Industry:

1. Advertising
2. Film
3. Animation
4. Game development
5. Design (inclusive of craft, fashion and product / service design).

Research outputs include:

1. A draft and final report, approved by the British Council, that includes:
 - A. Practical discussions and definitions around ‘creative enterprise,’ ‘social impact,’ ‘sustainability,’ ‘a successful enterprise’ in the Philippines,’ ‘creative cities,’ in comparison with discussions and definitions in the UK or EU
 - B. An analysis of a sample of creative businesses working across identified sectors located in the three cities of Cebu, Makati and Baguio to explore the ways they deliver social impact and their awareness of and / or commitment to social outcomes. Including, but not limited to, the following result areas:
 - i. Empowering women and girls
 - ii. Fostering youth employment or engagement
 - iii. Promoting inclusion among disabled people and other marginalised groups
 - iv. Increasing well-being, particularly in cities
 - v. Cultural appreciation or heritage preservation
 - vi. Environmental / sustainable development
 - vii. Others (to be identified by the researchers)
 - C. Development of 10 in-depth, rich and illuminating case studies from the sample above, including an overview of the wider environment in which the creative / social enterprises are

² <https://www.britishcouncil.ph/programmes/arts/creative-industries/city-wide-mapping>

³ <https://www.britishcouncil.ph/programmes/society/cso-seed/component-1/reaching-the-farthest-first>

working – e.g. hubs, networks, education settings, digital platforms, etc. What partnerships have they created? What platforms have they opened up beyond their immediate geographical borders? This can include testimonies from the businesses, their clients / customers, funders/investors, and beneficiaries

- D. At least five (5) visual maps / data visualisations that clearly illustrate key findings, i.e. creative enterprises versus the wider geographical areas they benefit or have an impact on
 - E. Development of a new set of indicators by which to measure the ‘success’ or sustainability of creative enterprises, which can be used by enterprises, government and civil society to increase support for enterprises that bring about creative and social development.
 - F. Development of a set of strategic priorities and opportunities for advancing a creative / social agenda and industry in the Philippines, while considering:
 - Policy development on a national or city level
 - University or higher education programming;
 - **And** to feed into British Council’s creative economy and social enterprise programme areas; as well as the [DICE](#) (Developing Inclusive and Creative Economies) programme
 - G. Key insights for UK stakeholders and wider international community on effective and sustainable creative enterprise models within an emerging economy context
2. A shorter version presentation of the report to key partners highlighting its strategic importance and key findings. This content can also be used in presentation form during sharing sessions co-organised with the British Council (see **Budget and Scope** below)

Research audience

Apart from the research being used for British Council’s programme development, the research must be readable by the wider creative community, namely:

- Government and policy makers
- Other researchers
- Other development organisations interested in this area, within the PH and internationally
- Impact investors and other funding bodies
- Creative entrepreneurs and advocates

Research format

The research format is not academic and writing style must be plain and direct to the point. The report must include (but are not limited to) the following sections:

- Executive summary
- Context
- Methodology
- Presentation of data and analysis
- High resolution visuals and images that will support key points
- Recommendations

Who can submit proposals?

The research will be undertaken by commissioning a Philippine-UK research team collaboration. **IMPORTANT: All proposals must include a collaboration between a researcher/s from the Philippines and UK.** Proposals that do not include a researcher from both the Philippines and UK will **not** be considered.

Role of the researcher

- To refine research questions and methodology, based on the project objectives
- To form a research team, manage the project, and undertake the following types of data collection:
 - Desk-based research
 - Interviews with stakeholders
 - Surveys
 - Workshops (if needed)
 - Case studies
 - Documentation via high resolution photos or videos
 - Report writing and editing
- To act as expert advisor to the British Council in order to deliver the highest quality standard and outcome for the research project

Ideal Profile of Researcher/s

| Essential | Desirable |
|--|---|
| At least 5 years' experience of research and consultancy in the field of cultural, social or creative industries, including situational analysis and strategy development. | Specific experience in working for government ministries in developing strategies to support the cultural, social or creative industries. |
| At least 5 years' experience delivering high quality research on the cultural, social or creative economy, including a range of qualitative, | Specific experience delivering qualitative research in an intercultural environment. |

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|---|---|
| quantitative and modelling skills. | |
| Team and project management skills. | |
| At least 5 years' experience working in an international environment | At least 5 years' experience working in collaborative research teams with international partners. |
| Experience delivering high quality presentations and workshops on the cultural, social or creative economy. | |

Budget and Scope

The total budget for this project is up to **Php 1,960,000 or £28,000** (inclusive of VAT). This includes:

- All professional fees, including researching, writing, editing – for PH and UK researchers
- Related expenses such as communications and travel (to be arranged by the researchers in coordination with their team, not by the British Council)
- Other incidentals and expenses
- High resolution photo and video documentation of interviews or subjects (to be used in report publication or as a complement to the report)
- Identifying and organising of two research sharing sessions, in consultation with the British Council.

The budget does *not* include:

- Design, layouting and publishing of report. This will be led by the British Council.
- Non-staff costs related to the sharing sessions, such as venue, transportation and meals.

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 Not used.

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.

The British Council is an integral and important part of the UK's bilateral relationship with The Philippines. We work in partnership with government, academic and non-governmental organisations in the country, and with UK and European counterparts, to provide opportunities to people throughout the Philippines. The British Council extends its work through partnerships with the Philippine, cultural, and international business communities in the Philippines.

Key British Council websites and literature:

- **Global Creative Economy website:** <https://creativeeconomy.britishcouncil.org/>
- **Global Social Enterprise website:** <https://www.britishcouncil.org/society/social-enterprise>
- **Global DICE website:** <https://www.britishcouncil.org/programmes/dice>
- **British Council Philippines:** <https://www.britishcouncil.ph/>
- **British Council East Asia Arts:** <https://www.britishcouncil.sg/programmes/arts/east-asia>
- **British Council Global Arts Strategy:**
https://www.britishcouncil.org/sites/default/files/bc013_arts_strategy.pdf
- **British Council Corporate Plan 2019-20:**
<https://www.britishcouncil.org/sites/default/files/corporate-plan-2019-20.pdf>

Related British Council commissioned reports:

- **Reaching the Farthest First:** The State of Social Enterprise in the Philippines - <https://www.britishcouncil.ph/programmes/society/cso-seed/component-1/reaching-the-farthest-first>
- **Creative Economy of the Philippines: City Wide Mapping and Growth Opportunities** - <https://www.britishcouncil.ph/programmes/arts/creative-industries/city-wide-mapping>
- **The Philippine Creative Economy Towards a Baseline** - https://www.britishcouncil.ph/sites/default/files/tfcc_the_philippine_creative_economy_toward_a_baseline_final.pdf
- **Developing Creative Economies in ODA Countries** - https://www.britishcouncil.org/sites/default/files/british_council_creative_economy_development_in_four_countries_summary_report_tfcc.docxx_.pdf

Relevant external references

- Some definitions used in this Request for Proposal - <https://www.giarts.org/article/creative-social-enterprise-impact-investment>

Other references used for this research:

- **Philippine Development Plan (NEDA), p. 95, 96:** <http://pdp.neda.gov.ph/wp-content/uploads/2017/01/PDP-2017-2022-07-20-2017.pdf>

“The priority areas of the cultural agenda are: (a) safeguarding and enshrining our cultural heritage; (b) achieving equity and inclusion in access to cultural resources and services; and (c) sustaining and enhancing cultural assets to foster creativity and innovation for socio-economic growth....

The country should also nurture certain mindsets: an entrepreneurial spirit that rewards industry and smart work, giving primacy to design in reinforcing cultural and national identity, generating solutions through innovation, and valuing intellectual property. It is also imperative to foster a culture that values arts, science, technology, and innovation.”

- **‘Creativity is potential currency in the fourth industrial revolution’, Richard Haines, South African Cultural Observatory, 2017:**
<https://www.southafricanculturalobservatory.org.za/article/creativity-is-potential-currency-in-the-fourth-industrial-revolution>

“If society invested in creative occupations, imagine the problem-solving and design-thinking that could emerge from a populace embedded in technology but supported by imagination? Picture the new economies that would spring up in response.”⁴

- **The Landscape for Impact Investing In Southeast Asia, Global Impact Investing Network (GIIN), 2018:** https://thegiin.org/assets/GIIN_SEAL_full_digital_webfile.pdf

“The Philippines is the second-largest impact investing market in Southeast Asia in terms of both amount of impact capital disbursed and number of impact deals completed between 2007 and 2017...USD 12.4 million deployed into 20 investments using a gender lens, particularly into enterprises providing women with access to critical goods and services, by private impact investors....”

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 |
|--|-------------------|
| RFP Issued to bidding suppliers | 27 September 2019 |
| Deadline for clarification questions (Clarification Deadline) | 16 October 2019 |

| | |
|---|--|
| British Council to respond to clarification questions | 18 October 2019 |
| Deadline for submission of RFP responses by potential suppliers (Response Deadline) | 20 October 2019 |
| Shortlisting and interview of up to three candidates | 28 October 2019 |
| Final Decision | 4 November 2019 |
| Contract concluded with winning supplier | 8 November 2019 |
| Contract start date | 8 November 2019 |
| Initial research period, including necessary travels for case studies/interview | November 2019 -January 2020 |
| Interim findings and draft report presented by the selected consultant, for review by British Council | Mid January 2019 |
| Final written report submitted by selected consultant | Mid February 2019 |
| Report layout and publication (British Council) | Beginning March 2019 |
| Launch of research and consultancy findings in the Philippines | By June 2020 (or upon researchers' availability) |
| End of contract | 30 March 2020 |

12 Instructions for Responding

12.1 The documents that must be submitted to form your tender response are listed at Part [2] (Submission Checklist) of Annex [2] (Supplier Response) to this RFP. All documents required as part of your tender response should be submitted to Michael JUADIONG by 20 October 2019, 17:00 PH time. Email: MichaelRobert.JUADIONG@britishcouncil.org.ph by the Response Deadline, as set out in the Timescales section of this RFP.

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

- Please ensure that you send your submission in good time to prevent issues with technology – late tender responses may be rejected by the British Council.
- Do not submit any additional supporting documentation with your RFP response except where specifically requested to do so as part of this RFP. PDF, JPG, PPT, Word and Excel formats can

be used for any additional supporting documentation (other formats should not be used without the prior written approval of the British Council).

- All attachments/supporting documentation should be provided separately to your main tender response and clearly labelled to make it clear as to which part of your tender response it relates.
- If you submit a generic policy / document you must indicate the page and paragraph reference that is relevant to a particular part of your tender response.
- Unless otherwise stated as part of this RFP or its Annexes, all tender responses should be in the format of the relevant British Council requirement with your response to that requirement inserted underneath.
- Where supporting evidence is requested as 'or equivalent' you must demonstrate such equivalence as part of your tender response.
- Any deliberate alteration of a British Council requirement as part of your tender response will invalidate your tender response to that requirement and for evaluation purposes you shall be deemed not to have responded to that particular requirement.
- Responses should be concise, unambiguous, and should directly address the requirement stated.
- Your tender responses to the tender requirements and pricing will be incorporated into the Contract, as appropriate.

13 Clarification Requests

13.1 All clarification requests should be submitted to Michael JUADIONG by 16 October 2019, 17:00 PH time. Email: MichaelRobert.JUADIONG@britishcouncil.org.ph 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: The completed Qualification Questionnaire (*if used*) will then be reviewed to confirm that the potential supplier meets all of the qualification criteria set out in the questionnaire. Potential suppliers that meet the qualification criteria will proceed to Stage 3. Potential suppliers that do not meet the qualification criteria set out in the Qualification Questionnaire (*if used*) may be excluded from the Procurement Process at this point. Where a potential supplier is excluded at this point, its tender response will be rejected in full and not evaluated further and the supplier will automatically be disqualified from this Procurement Process.



Stage 3: If a bidder succeeds in passing Stages 1 and 2 of the evaluation, then it will have its detailed tender response to the British Council's requirements evaluated in accordance with the evaluation methodology set out below. Information provided as part of Qualification Questionnaire (*if used*) responses may also be verified as part of this stage.

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

| Criteria | Weighting |
|--------------------------|-----------|
| Quality | [40]% |
| Methodology and Approach | [40]% |
| Commercial | [20]% |

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

| Points | Interpretation |
|--------|----------------|
|--------|----------------|

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

14.4 Commercial Evaluation – 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