

Request for Proposal (RFP)

For: CONSULTANCY FOR SOCIAL ENTERPRISE AND JOB CREATION IN SSA

Date: 16 July 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 About us:

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The Global Social Enterprise Programme

The Global Social Enterprise Programme (GSEP) draws on the UK's experience and expertise to promote inclusive economic systems and help address entrenched social and environmental problems in our communities and societies. Working across 29 countries with local and international partners, we provide capacity building for social entrepreneurs, promote social enterprise education in schools and universities,

and manage international development projects that foster the growth of social enterprise. We also convene policy dialogues, organise study tours and publish reports to share knowledge and best practice in scaling the social economy.

SSA Skills and Enterprise Team

The British Council's Education, Arts & Society Strategic Business Unit for Sub-Saharan Africa, through its Skills and Enterprise Portfolio ensures, young men and women have the skills to be employable and to build inclusive economies which support stable and prosperous societies. Working across 18* countries in SSA, our overall outcome is of young people, especially young women in urban areas are better able to complete the transition to the world of work and entrepreneurship. We aim to have sustained youth engagement in social enterprises and entrepreneurship that supports decent employment. Through our work, we aim to build evidence and awareness around employability and social entrepreneurship, improve their access to business development services, capital and information for the growth of social enterprises.

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 at the British Council offices in Sub Sahara Africa coordinated from Nairobi Kenya.

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 duration of 4 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 (<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 60 (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 SSA_BC.Invoices@britishcouncil.org

- Attach a single PDF file for each invoice and corresponding supporting information (signed goods delivery note, certificate of works, confirmation of consulting report acceptance) – please do not enclose multiple invoices in one PDF file

7 Terms of reference

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Purpose of consultancy

This document sets out the Terms of Reference for research and a report to ascertain and evidence the connection between social enterprise and job creation across Sub-Saharan Africa. The work will inform the development of programmes for youth employment and social entrepreneurship and highlight to a policy and funding audience the value of investing in social enterprise. The research is being commissioned by the British Council's SSA Skills and Enterprise Team in collaboration with the Global Social Enterprise Programme.

Objective

The commissioned research should explore the links between social enterprise and job creation, specifically in the context of Sub-Saharan Africa and with a particular focus on the education and creative industry sectors. This will support the GSEP and the SSA Skills & Enterprise in maximising the positive impact of its work and aligning with the priorities of young men and women in Sub-Saharan Africa as well as funders, policy-makers and other stakeholders.

Research Context

1

Employment and the SDGs

A key priority globally is the creation of more (and more decent¹) jobs, and increasing employment especially for young men and women. This is particularly the case in areas experiencing a ‘youth bulge’, including Sub-Saharan Africa (SSA). If managed well this has the potential to yield a demographic dividend but otherwise may result in social and political instability.² This is reflected in the Sustainable Development Goals, specifically via SDG 8 which focuses on **decent work and economic growth**.

Yet the global shortfall in funding needed to meet the SDGs has been estimated at USD 2.5. trillion per year (USD 6 billion in SSA specifically). To fill this gap, there is growing recognition of the need to align business activity with the SDGs and develop entrepreneurial solutions to key social and environmental issues. It is for this purpose that social enterprise and accompanying movements (social entrepreneurship, impact investing) are increasingly gaining traction. Yet, the extent to which social enterprise is addressing key challenges and in what ways is often unclear. Youth unemployment in Africa provides a case in point.

Employment in SSA

In the context of SSA, ‘Incomes, jobs and decent work’ is the first priority area listed under the African Union’s Agenda 2063,³ and employment (especially for young people) is a focus for a wide range of initiatives and funding programmes. For example:

- funded by DfID and led by inasp, **Transforming Employability for Social Change** in East Africa (TESCEA) is working with universities to improve critical thinking and problem-solving skills of 3,000 graduates in East Africa by 2022;
- the **EUTF** includes ‘greater economic and employment opportunities’ as one of four themes for addressing root causes of irregular migration in three regions of Africa;⁴
- the Mastercard Foundation’s **Young Africa Works Strategy** sets out an ambition to “enable 30 million young people in Africa, especially young women, to secure employment they see as dignified and fulfilling” by 2030.⁵

Social Enterprise

The British Council’s GSEP is and will continue to be an important contributor in meeting these targets. Taking an ecosystem approach to build enabling environments for social enterprise, the

¹ <https://www.ilo.org/global/topics/decent-work/lang--en/index.htm>

² <https://blogs.worldbank.org/developmenttalk/youth-bulge-a-demographic-dividend-or-a-demographic-bomb-in-developing-countries>

³ <https://au.int/agenda2063/goals>

⁴ <https://ec.europa.eu/trustfundforafrica/thematic/greater-economic-and-employment-opportunities>

⁵ <http://mastercardfdn.org/strategy/>

GSEP delivers activities including research and thought leadership, policy engagement, capacity-building programmes, and education programmes.

***Social enterprises** are businesses that trade in order to address social and environmental problems and are a vital tool in supporting an impact economy and inclusive growth. They generate income like other businesses but their mission and purpose is to tackle a social or environmental problem. Their positive social impact is often achieved via both their means (how they conduct their work) and their ends (what they do). They create decent jobs, reduce inequalities and are accountable for their actions, bringing together the entrepreneurial skills of the private sector and the values of public service.*

Previously the GSEP has worked with SEUK and in-country teams to complete around 20 social enterprise mapping studies worldwide and several specifically in SSA (Ghana, Ethiopia and Kenya).⁶ Additional studies are pending or planned. The work has provided a strong evidence base and led to important changes such as the establishment of social enterprise networks (e.g. Kenya, Ethiopia) and formulation of social enterprise strategies (e.g. Ghana).

Much of the evidence suggests a role for social enterprise in providing jobs, including for particular groups of people who otherwise face barriers to employment. In Kenya 65% of social enterprises were found to be run by entrepreneurs aged 25-44 (against a 25% youth unemployment rate) and 68% of surveyed social enterprises had a mission to create employment opportunities.⁷ In Ghana, social enterprises are playing an important role in supporting women's empowerment including through micro-entrepreneurship and delivering training and employment opportunities.⁸

However, the links between employment and social enterprise require further research. In the SSA context of high unemployment, what value does job creation through social enterprise (i.e. through a socially-oriented mission) carry above and beyond that generated through a sole focus on profit? Should other considerations be taken into account alongside 'number of jobs created' and what role does social enterprise play in these?

Scope

The research should look at social enterprise in relation to the constraints of job creation in SSA, as well as the significant existing analysis of programmatic market efforts to address this, and in doing so clarify the value that social enterprise offers in meeting employment priorities. Particular but not exclusive reference should be made to the following countries where the GSEP already has a presence or plans to do so: Sudan, Ethiopia, Kenya, Ghana, Nigeria, South Africa and Botswana. It should include a broad multi-sectoral analysis/reflection as well as a deep dive into the education and creative industry sectors (see below), areas of core interest for the British Council.

Themes to cover/questions to answer will include but not be limited to:

- **In what ways does/can a social enterprise programme support job creation?** This might differentiate between three or more levels:
 - Upskilling social entrepreneurs (i.e. as organisational leads)
 - Scaling social enterprises as (decent) employers

⁶ See <https://www.britishcouncil.org/society/social-enterprise/reports>

⁷ *The State of Social Enterprise in Kenya*; <https://www.britishcouncil.org/society/social-enterprise/reports>

⁸ *Activist to Entrepreneur*; <https://www.britishcouncil.org/society/social-enterprise/reports>

- Supporting enterprises with a mission focused on increasing employment
- **How does job creation differ when driven by a social enterprise and other forms of employment?** This might be considered in terms of:
 - Quantity of jobs
 - Quality of jobs⁹
- **What role does/can social enterprise play in enabling employment for groups facing particular challenges in accessing the labour market?** For example:
 - Young men
 - Young women
 - disabled people
 - other socio-economic groups facing barriers e.g. men and women with low formal education levels in Urban and Peri-Urban Settings
- **How does/can social enterprise link to the informal economy?** For example:
 - A focus on social enterprises tends to ignore the informal economy as it requires a degree of formality; but the informal economy has an estimated value of 35-40% of SSA GDP.¹⁰ Does social enterprise have a role to play in formalising and giving recognition and structure to the informal economy on which many livelihoods in SSA are based?

Sectoral Deep Dive

The questions above should be addressed as far as possible at a multi-sectoral level and with a gender lens. However, to add depth and quality of evidence a more focused analysis should also be carried out.

Education

The education sector in SSA is a significant profit-making industry.¹¹ Education is largely delivered by the private sector with many providers operating on a commercial basis and transferring the cost onto individuals. Others have adopted a hybrid model where income from fee-paying students is used to subsidise access for those at the base of the pyramid.

Social enterprise models can therefore work in the education sector but in what ways can and do they support job creation?

Creative Industries

Creative industries are characterised by the use of creativity and intellectual capital as inputs in the production of goods and services. Increasing attention is being drawn to the sector after the release of multiple detailed reports by UNCTAD emphasising their growing importance for growth and development through the trade potential of creative products. The reference to creative industries usually applies to activities such as design, fashion, film, television, radio, music, the internet, performing arts, visual and graphic arts, digitalised creative content, software and other new media.¹²

⁹ The need for *decent* jobs is reflected in the SDGS and pushed by various global players including the WEF and International Labour Organisation – see <https://www.ilo.org/global/topics/decent-work/lang--en/index.htm>

¹⁰ IMF (2017), 'The Informal Economy in Sub-Saharan Africa: Size and Determinants

¹¹ Useful context includes the 2018 World Bank Report Facing Forward: Schooling for Learning in Africa. The work of Bridge Academies and Varkey Foundation are examples of large-scale education programmes.

¹² Africa Financial & Economic Data <https://africadata.com/sector-focus/>

These industries have a tremendous potential for job creation in Sub Saharan Africa given the continent's abundance of talents, cultural traditions and heritages.

Methodology

The methodology employed for this assignment should facilitate the collection and analysis of secondary data relevant to the points provided above (as well as any others the supplier deems relevant). We expect the majority of data to come from existing sources, including previous research and reports commissioned by the British Council, although these may be supplemented by surveys and interviews with key figures working in this area. The British Council may also link the supplier to other ongoing projects of relevance such as the region's Urban Employability for Youth Programme. The methodology of approach is outlined below

1. Kick off phase
 - Kick-off meeting with British Council Staff
 - Review of relevant documents or other resources
 - Define exact methodologies and instruments for data collection
 - Elaboration of inception report
2. Background Research
 - In-depth review and analysis of relevant documents
 - Mapping key actors, stakeholders and networks
3. Tool development
 - Elaboration of data collection tools; surveys, interview guidelines, focus groups methodologies
 - Elaboration of ecosystem matrix
 - Validation and adaptation of tools
4. Data collection processing and analysis
 - Interviews with relevant stakeholders
 - Focus groups with relevant stakeholders
 - Processing and analysis of quantitative and qualitative data
 - Elaboration of Draft Report
 - Elaboration of draft presentation
5. Final Report
 - Incorporation of feedback, elaboration of Final Report
 - Development of recommendations and Executive Summary

Deliverables

- A briefing session to sense-check proposed methods and study approach.
- A concise interim report outlining the proposed structure of no more than 5 pages
- A first draft of the final report submitted to the Portfolio Lead for Skills & Enterprise and our Senior Consultant for Social Enterprise for review and feedback
- A final summative report of no more than 30 pages (excluding references and annexes) that addresses the points above. As far as possible this should include a quantitative analysis of the contribution made by social enterprise to job creation in SSA.
- Presentation of the report to British Council leaders
- Involvement in the report's launch and communications as led by the British Council.

2

Timelines

The supplier will produce the following by the stated deadlines:

1. Contract start date – 1 September 2019
2. Regular updates - weekly
3. Interim review including draft outline – 16 September 2019
4. First draft/preliminary findings – 11 November 2019
5. Final report to be launched – 13 December 2019

Required sectoral expertise

For this assignment, the following skillset, knowledge and experience are required:

- Experience of producing summative reports using both secondary and primary data analysis and written in English
- High standard of quantitative and qualitative research skills including use of secondary data and design/delivery of surveys/interviews with key informants
- Experience of SSA and understanding of the regions' entrepreneurship and employment challenges
- Knowledge of social enterprise and entrepreneurship and other relevant concepts (inclusive business, impact economy, inclusive economic development etc.)
- Understanding of the education and creative industry sectors in SSA
- Links into sectors and networks of relevance

Oversight and management

The supplier will formally report to the Skills and Enterprise Portfolio Lead, sub-Saharan Africa with support from British Council Country level teams and the Global Social Enterprise Programme.

8 Mandatory Requirements / Constraints

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

9 Qualification Requirements

9.1 As part of your tender response, you must confirm compliance with the following minimum, must have, qualification requirements. A failure to comply with one or more such qualification requirements shall entitle the British Council to reject a tender response in full.

- Worked on minimum of 3 (three) similar (scale, approach, thematic sector, & coverage) assignments.
- Worked with organisation(s) comparable to British Council.

10 Key background documents and further information

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

10.2 The following additional documentation / information is provided as part of this RFP – **N/A**.

11 Timescales

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

Activity	Date / time
RFP Issued to bidding suppliers	16 July 2019
Deadline for clarification questions (Clarification Deadline)	24 July 2019
British Council to respond to clarification questions	26 July 2019
Deadline for submission of RFP responses by potential suppliers (Response Deadline)	7 August 2019
Final Decision	15 August 2019
Contract concluded with winning supplier	20 August 2019
Contract start date	2 September 2019

12 Instructions for Responding

12.1 The documents that must be submitted to form your tender response are listed at Part 2 (Submission Checklist) of Annex 2 (Supplier Response) to this RFP. All documents required as part of your tender response should be submitted to <https://in-tendhost.co.uk/britishcouncil> 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 <https://in-tendhost.co.uk/britishcouncil> 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 and meet minimum criteria in **Clause 9.1 of this RFP** will proceed to Stage 2. Any tender responses not correctly completed in accordance with the requirements of this RFP and/or containing omissions or do not meet requirements in **Clause 9.1 of RFP** shall 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. Information provided as part of response to **Clause 9.1 of the RFP** 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:

Methodology and approach (50%)	
Evidence of knowledge and understanding of the context in SSA, particularly in terms of social enterprise, job creation, youth employment and entrepreneurship	25%
Clear and effective methodology for achieving the requirements of the terms of reference and the overall aims of the research	25%
Track record (50%)	
Evidence of experience and track record of proposed individuals (including CVs)	25%
Evidence of capability and capacity in conducting similar thought leadership reports and research	25%
Pricing approach (0%)	
Response to Annex 3 – The budget for this assignment is capped at £50,000 inclusive of all applicable taxes but excluding VAT.	0%

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 – N/A