



## **Request for Proposal (RFP)**

**For: Researcher on Creative and Cultural Districts in Thailand**

**Date: 12 July 2019**

### **1 Overview of the British Council**

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

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

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

### **2 Introduction and Background to the Project / Programme**

This research in Thailand 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 Southeast Asia
- b) Test and develop new effective research methodologies which help to improve baseline understanding of sector trends and the impact of interventions

- c) 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
- d) Build new and sustainable partnerships with SEA and UK research experts – in universities, consultancies, municipalities etc.
- e) Share evidence and approaches at a regional and international level – to build new channels of professional knowledge exchange and mutuality.
- f) Build long-term strategic relations with the UK.

### **The British Council's creative economy work in the Thailand**

The British Council is an integral and important part of the UK's bilateral relationship with Thailand. In Thailand, the Government's 4.0 policy has highlighted the creative economy as a key driver to get Thailand out of the middle-income trap by promoting innovation and creativity in all sectors. This policy has sparked a lot of changes in Thailand especially in terms of government and private investments in innovation and creativity agendas. It is in this period that an emphasis has been placed on creative hubs and more recently creative districts as catalysts for social and economic changes. This can be witnessed by the establishment of the University Creative Counsel Network (UCCN) in 2017, in order to drive innovation-based economy at the local level. UCCN consists of 9 major university hubs across Thailand, working directly with local communities and entrepreneurs to support the development of local creative products and services. At the same time, the Creative Economy Agency was established in 2018 to be in charge of the country's creative economy agenda. Interestingly, a number of creative hubs in Thailand work on the development of cities and creative districts, while others tackle arts, social, and environmental issues. (For an overview of creative hubs in Thailand, please refer to Creative Hubs Mapping: Bangkok publication and a series of short documentary films about Thai creative hubs produced by British Council Thailand.)

Within this diverse environment and a boom of creative entrepreneurs, British Council Thailand is developing a range of research and development activities to increase level of engagement and support towards creative districts and hubs and promote a wider recognition of the value of the creative industries

### **A new regional Creative Economy research programme for Southeast Asia**

The research on creative and cultural districts in the Thailand will be part of a wider regional research programme for Southeast Asia (SEA). The selected UK-based research and consultancy team for the research in the Thailand on creative and cultural districts will be expected to work closely with a local research partner and as part of a wider research partnership operating across four research projects in four countries: Thailand, Indonesia, Malaysia and the Philippines.

The outputs of this wider research programme, into which the research in Thailand will input (but are excluded from the scope of this RFP), are as follow:

- Detailed understanding of a set of focus areas - which have been identified as key policy and partnership activities in the creative economy of each country

- Research partnerships with local and UK experts (in academia, consultancy etc) – to build mutual knowledge exchange and shape sustainable partnerships
- Extensive evidence of the impact of specific interventions – such as creative districts and hubs, networks, partnership and investment.
- Case studies on good practice, lessons learned, innovation and future opportunities
- A set of shared learning points and considerations for exchange at a regional and international level
- Literature and synthetic review reports to provide context for the above focus research - highlighting what is known about creative economy in the four countries and the strength of existing evidence of the British Council, local and international partners' work in this area.
- Programme of knowledge sharing events / platforms. With each project sharing knowledge as it is developed, underpinned by theory of change frameworks for each project.
- Final summary reports and recommendations for future approaches to strategic research and partnership working in SEA – to be commissioned separately and presented at the end of the research programme.

The services expected from the researcher for the project in Thailand will be delivered as part of a team with a local partner. This local partner will be procured directly by the British Council and then introduced to the selected UK company or consortium.

### 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 Thailand.

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 six months, from August 2019 until February 2020, with an option for an extension for up to an additional one month.

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 3 (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 3 (Supplier Response) and these Tender Conditions.

3.3.9 Rejection of tender responses or other documents – A tender response or any other document requested by the British Council may be rejected which:

- contains gaps, omissions, misrepresentations, errors, uncompleted sections, or changes to the format of the tender documentation provided;

- contains hand written amendments which have not been initialled by the authorised signatory;
- does not reflect and confirm full and unconditional compliance with all of the documents issued by the British Council forming part of the RFP;
- contains any caveats or any other statements or assumptions qualifying the tender response that are not capable of evaluation in accordance with the evaluation model or requiring changes to any documents issued by the British Council in any way;
- is not submitted in a manner consistent with the provisions set out in this RFP;
- is received after the Response Deadline.

3.3.10 Disqualification – If you breach these Tender Conditions, if there are any errors, omissions or material adverse changes relating to any information supplied by you at any stage in this Procurement Process, if any other circumstances set out in this RFP, and/or in any supporting documents, entitling the British Council to reject a tender response apply and/or if you or your appointed advisers attempt:

- to inappropriately influence this Procurement Process;
- to fix or set the price for goods or services ;
- to enter into an arrangement with any other party that such party shall refrain from submitting a tender response;
- to enter into any arrangement with any other party (other than another party that forms part of your consortium bid or is your proposed sub-contractor) as to the prices submitted; or
- to collude in any other way
- to engage in direct or indirect bribery or canvassing by you or your appointed advisers in relation to this Procurement Process; or
- to obtain information from any of the employees, agents or advisors of the British Council concerning this Procurement Process (other than as set out in these Tender Conditions) or from another potential supplier or another tender response, the British Council shall be entitled to reject your tender response in full and to disqualify you from this Procurement Process. Subject to the “Liability” Tender Condition below, by participating in this Procurement Process you accept that the British Council shall have no liability to a disqualified potential supplier in these circumstances.

3.3.11 Tender costs – You are responsible for obtaining all information necessary for preparation of your tender response and for all costs and expenses incurred in preparation of the tender response. Subject to the “Liability” Tender Condition below, you accept by your participation in this procurement, including without limitation the submission of a tender response, that you will not be entitled to claim from the British Council any costs, expenses or liabilities that you may incur in tendering for this procurement irrespective of whether or not your tender response is successful.

3.3.12 Rights to cancel or vary this Procurement Process - By issuing this RFP, entering into clarification communications with potential suppliers or by having any other form of communication with potential

suppliers, the British Council is not bound in any way to enter into any contractual or other arrangement with you or any other potential supplier. It is intended that the remainder of this Procurement Process will take place in accordance with the provisions of this RFP but the British Council reserves the right to terminate, amend or vary (to include, without limitation, in relation to any timescales or deadlines) this Procurement Process by notice to all potential supplier in writing. Subject to the “Liability” Tender Condition below, the British will have no liability for any losses, costs or expenses caused to you as a result of such termination, amendment or variation.

3.3.13 Consortium Members and sub-contractors – It is your responsibility to ensure that any staff, consortium members, sub-contractors and advisers abide by these Tender Conditions and the requirement of this RFP.

3.3.14 Liability – Nothing in these Tender Conditions is intended to exclude or limit the liability of the British Council in relation to fraud or in other circumstances where the British Council’s liability may not be limited under any applicable law.

## **4 Confidentiality and Information Governance**

4.1 All information supplied to you by the British Council, including this RFP and all other documents relating to this Procurement Process, either in writing or orally, must be treated in confidence and not disclosed to any third party (save to your professional advisers, consortium members and/or sub-contractors strictly for the purposes only of helping you to participate in this Procurement Process and/or prepare your tender response) unless the information is already in the public domain or is required to be disclosed under any applicable laws.

4.2 You shall not disclose, copy or reproduce any of the information supplied to you as part of this Procurement Process other than for the purposes of preparing and submitting a tender response. There must be no publicity by you regarding the Procurement Process or the future award of any contract unless the British Council has given express written consent to the relevant communication.

4.3 This RFP and its accompanying documents shall remain the property of the British Council and must be returned on demand.

4.4 The British Council reserves the right to disclose all documents relating to this Procurement Process, including without limitation your tender response, to any employee, third party agent, adviser or other third party involved in the procurement in support of, and/or in collaboration with, the British Council. The British Council further reserves the right to publish the Contract once awarded and/or disclose information in connection with supplier performance under the Contract in accordance with any public sector transparency policies (as referred to below). By participating in this Procurement Process,

you agree to such disclosure and/or publication by the British Council in accordance with such rights reserved by it under this paragraph.

4.5 The Freedom of Information Act 2000 (“FOIA”), the Environmental Information Regulations 2004 (“EIR”), and public sector transparency policies apply to the British Council (together the “**Disclosure Obligations**”).

4.6 You should be aware of the British Council’s obligations and responsibilities under the Disclosure Obligations to disclose information held by the British Council. Information provided by you in connection with this Procurement Process, or with any contract that may be awarded as a result of this exercise, may therefore have to be disclosed by the British Council under the Disclosure Obligations, unless the British Council decides that one of the statutory exemptions under the FOIA or the EIR applies.

4.7 If you wish to designate information supplied as part of your tender response or otherwise in connection with this tender exercise as confidential, using any template and/or further guidance provided at Part 2 (Submission Checklist) of Annex 3 (Supplier Response), you must provide clear and specific detail as to:

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

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

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

4.10 Tender responses are also submitted on the condition that the appointed supplier will only process personal data (as may be defined under any relevant data protection laws) that it gains access to in performance of this Contract in accordance with the British Council’s instructions and will not use



such personal data for any other purpose. The contracted supplier will undertake to process any personal data on the British Council's behalf in accordance with the relevant provisions of any relevant data protection laws and to ensure all consents required under such laws are obtained.

## 5 Tender Validity

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 [Patcharawee.Tunprawat@britishcouncil.or.th](mailto:Patcharawee.Tunprawat@britishcouncil.or.th) .or by post to:

The British Council  
Attn. Patcharawee (Jay) Tunprawat  
Siam Square, 254 Chulalongkorn Soi 64 Phyathai Rd. Pathumwan  
Bangkok, Thailand 10330

## 7 Specification

### **The Thailand research project: Creative and Cultural Districts**

This research will undertake situation analysis on the development of creative and cultural districts in Thailand. This is in connection to the British Council's work on creative hubs, which often situated in or help kickstart wider creative district activities. The British Council defines creative hubs as:

"A creative hub is physical or virtual place that brings enterprising people together who work in the creative and cultural industries. Creative hubs are made up of many shapes and sizes, from buildings that house creative practitioners and businesses to temporary labs and incubation spaces which ignite innovations, as well as online networks that bring people together through an annual programme of events. Every creative hub is as unique as a fingerprint, as its model is determined by its geographic placement, cultural context, community requirements and unique funding model. Creative hubs have ultimately become 'nests for freelancers and micro SMEs to gather" (Prof. Andy Pratt: City, University of London).

The creative economy is of growing strategic significance in Thailand, 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 and creative districts. It also includes a range of cross-sector and spill over activities – such as for cultural tourism, wellbeing, heritage preservation, innovation through crafts, and soft power.

In recent years, both public and private sector partners have begun to develop district-based approaches to the creative economy. Currently there are three major types – creative district, innovation district, and creative city. The creative district and innovation district concept is driven by Thailand 4.0 policy of the present government. The first creative district was first initiated by TCDC (now the Creative Economy Agency) to support creative entrepreneurship and placemaking in the Charoenkrung area of Bangkok. The first Innovation District was initiated by the National Innovation Agency (NIA), with an aim to promote area-based innovation (in areas no larger than 4 sq.km.). The Creative City is an older concept following UNESCO's creative cities framework and ongoing Creative City Network.

In addition, there are sub-types of creative and cultural district which range from the heritage-based to technology-based. Initiators are mainly universities and government agencies. In some cases the projects are linked to university creative hubs.

The British Council, working with a local and UK research partner(s) would like to understand the profile, dynamics and impact of creative and cultural districts in Thailand and the role creative hubs play in creating/catalysing the impact, including the impact they have on communities' social and creative development. This will be through a collaborative action research programme which explores the development of creative and cultural districts in the country.

The appointed supplier will be expected to provide a situation analysis of Creative and Cultural Districts in Thailand. The research findings will be utilised at policy level to demonstrate the value of creative hubs and the impact of creative districts in order to effect policy change at the local and national level.

**The methodology will include the following (but shouldn't be limited to):**

- Qualitative fieldwork to understand the models, how they are applied and the outcomes creative and cultural districts deliver for stakeholders such as local creative entrepreneurs and associated businesses; developers and planners; and policy-makers.
- Field-based questionnaire surveys/interviews by consultant in collaboration with local team members to measure a range of outcomes of each district.
- Meetings/workshops to better understand the mission, purpose and outcomes of the districts
- Workshops and coaching to explore good practice models from the UK and internationally and to shape the typology of models and outcomes for Thailand
- The main challenges and opportunities for businesses in the CCIs based in or connected to the districts and how hubs play a role in addressing the challenges and opportunities

- Recommendations of next steps for Government and Municipalities on how to support the development of the cultural and creative industries in Thailand in connection with creative hubs.

**Research tasks for this focus on creative and cultural districts in Thailand include:**

This research will be accomplished through a collaborative activity between a UK and Thai researcher/team. It will involve both in situ qualitative research and desk-based analysis from the hub database.

- A typology of creative and cultural districts – by size, partnership and delivery model, and strategic purpose (e.g. for sector growth and innovation, visitor economy, real estate development / regeneration, education and culture development). This will build from an initial typology of ‘creative district’, ‘innovation district’, and ‘creative city’. It will analyse the role of creative hubs in wider district models.
- An assessment of the role and purpose of creative and cultural districts and their relationship to existing creative hubs.
- Mapping of the profile and scope of creative and cultural districts – from their inception to development. This is to understand their development pathway from the original concept to delivery.
- Socio-cultural engagement with the creative districts to explore how they are valued and utilised by creative firms and other users / visitors (e.g. via qualitative research to scope how creative districts are understood and valued).
- Modelling of good practice for creative districts and development of a set of shared learning tools for SEA cities.
- Development of detailed case studies and strategic assessments of 3-4 districts, to include documentation and evaluation of social, cultural, and economic impact of creative and cultural districts in connection with creative hubs. This will include a case study of Songkhla Old Town as a smaller city and heritage-based creative and cultural district.
- Presentation and knowledge sharing throughout, commencing with Songkhla in October 2019

**Research outputs include:**

1. Development of detailed economic and social assessment of the role of creative and cultural districts in Thailand, and the role creative hubs play in these districts.
  - o A draft report, to which British Council will give feedback
  - o A final report
2. Detailed case studies X4 with smaller case studies for other creative and cultural districts – as identified by the research team. This will include analysis of creative hub models within the districts.

3. Strong knowledge exchange and partnership within Thailand and between the UK and Thailand.
4. Strong practical knowledge exchange at a policy, partnership and delivery level for SEA.
5. Policy guidance tools for government seeking to develop creative and cultural districts across the country (there are at least 10 in progress).
6. Comparative evidence on the different models and their impact on different types of city.
7. New knowledge for UK partners on effective creative district models and the impact of hubs in the development of these models.
8. Establishment / reinforcement of the British Council as a knowledge broker and leader in this field.

### **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 creative economy
- Impact investors

### **Research format**

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

### **Working with a local researcher / expert**

The UK researcher will be expected to work with a local Thai researcher – as identified by the British Council. This will provide local expertise and capacity and set up the opportunity for knowledge exchange and mutual skills development. It is expected the local partner will form part of the overall research team with the UK researcher. The exact terms of the working relationship will be agreed as part of the research inception process.

### **Budget**

The total budget of the project is up to **£40,000 GBP** (exclusive of VAT). This includes:

- Researcher/team and editing fees
- Related expenses such as communications and travel (to be arranged by the researcher)
- And other incidentals and expenses
- Local coordinator/researcher costs/fees

- Design and publishing of report

### Ideal Profile of Supplier

Essential	Desirable
At least 8 years' experience of research and consultancy in the field of cultural and creative industries, including situational analysis and strategy development.	Specific experience in working for government ministries in developing strategies to support the cultural and creative industries.  Specific experience in researching and providing expertise on creative hubs.
At least 8 years' experience delivering high quality research on the creative economy, including a range of qualitative, quantitative and modelling skills.	Specific experience delivering qualitative research in an intercultural environment.  Team management skills across collaborative international research projects.
At least 8 years' experience working in an international environment.	Experience working in SEA, including Thailand.
At least 8 years' experience working in collaborative research teams with international partners.	Experience co-designing and delivering collaborative research in SEA.
At least 8 years' experience of consultancy work for municipalities and cultural organisations.	Experience of consultancy work for the British Council.
Experience of delivering high quality presentations and workshops on the creative economy.	Experience of successful advocacy and strategy work in SEA, including Thailand.

## 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.

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

<b>RISKS AND OPPORTUNITIES</b>
<p><b>Risks:</b></p> <ul style="list-style-type: none"><li>• Building a collaborative research project with a local partner – which will involve a respectful sharing of approaches and a level of coaching and knowledge exchange</li><li>• The variety of district models – there will be a need to establish a typology as part of the process for identifying which districts to focus on as case studies. This is in addition to an analysis of the social, cultural, and economic impact of creative hubs on the local communities in relation to the revitalisation of Songkhla Old Town as a creative district. This will be one of the four case studies and will be a priority to start the research process.</li><li>• Connecting this research so it is relevant to the wider South East Asia context and collaborating with the regional and local teams across this wider programme to ensure mutual benefit.</li><li>• Developing mutual benefit to the UK and Thailand.</li></ul> <p><b>Opportunities:</b></p> <ul style="list-style-type: none"><li>• Establishing a fresh evidence-based and partnership-driven approach to creative and cultural districts in Thailand – contributing significantly to both local and national awareness and policy.</li></ul>
<b>USEFUL LINKS AND OTHER INFORMATION</b>
<p><b>The British Council is the United Kingdom’s international organisation for cultural relations.</b> The British Council creates international opportunities for the people of the UK and other countries and builds trust between them worldwide. We call this cultural relations.</p> <p>We build trust and understanding for the UK to create a safer and more prosperous world. In terms of our reach and impact, we are the world’s leading cultural relations organisation. Cultural relations is a component of international relations which focuses on developing people-to-people links and complements government-to-people and government-to-government contact.</p> <p>We use English, Arts, and Education and Society – the best of the UK’s great cultural assets – to bring people together and to attract partners to working with the UK. The British Council has over 7,000 staff working in 191 offices in 110 countries and territories.</p>

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

<https://www.britishcouncil.or.th/en>

<https://twitter.com/thBritish>

<https://www.facebook.com/BritishCouncilThailand>

#### Previous work and reports of relevance

- [Cities of Culture Exchange Forum: Liverpool and Bangkok](#)
- [Creative HubKit Thai version](#)
- [The Standard Special Edition on Creative Hubs](#)
- [Documentaries on UK creative hubs and creative cities](#)
- [Documentaries on Thai creative hubs](#)
- [Creative Hubs Mapping: Bangkok](#)
- [Training for University Hub Managers by Cardiff University](#)

## 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	12 July 2019
Deadline for clarification questions ( <b>Clarification Deadline</b> )	26 July 2019
British Council to respond to clarification questions	2 August 2019
Deadline for submission of RFP responses by potential suppliers ( <b>Response Deadline</b> )	11 August 2019
Final Decision	14 August 2019
Contract concluded with winning supplier	19 August 2019
Contract start date	19 August 2019
Initial research period, including visits to Thailand	August - September 2019
Participation in Songkhla conference (and case study continuation)	October 2019

Interim findings presented by the selected consultant, for review by British Council	November 2019
Final draft presented by selected consultant	December 2019
Launch of research and consultancy findings in Thailand	February 2020 (or upon researchers' availability)
End of contract	26 February

## 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 3 (Supplier Response) to this RFP. All documents required as part of your tender response should be submitted to Roxana Apostol by 4 August 2019, 17:00 UK time. Email: [Roxana.Apostol@britishcouncil.org](mailto:Roxana.Apostol@britishcouncil.org) and [Patcharawee.Tunprawat@britishcouncil.or.th](mailto:Patcharawee.Tunprawat@britishcouncil.or.th) 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 Roxana Apostol by 19 July 2019, 17:00 UK time. Email: [Roxana.Apostol@britishcouncil.org](mailto:Roxana.Apostol@britishcouncil.org) and [Patcharawee.Tunprawat@britishcouncil.or.th](mailto:Patcharawee.Tunprawat@britishcouncil.or.th) 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 – knowledge and experiences	40%
Methodology and Approach	40%
Commercial – Pricing approach	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	<b>Excellent</b> – 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	<b>Good</b> – 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	<b>Adequate</b> – 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.

<b>3</b>	<b>Poor</b> – 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.
<b>0</b>	<b>Unacceptable</b> – 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**