

1 Introduction

1.1 Invitation to Tender for Philanthropic Campaign Consultancy

You (hereafter referred to as "the Supplier") are invited to submit a proposal for the provision of the above goods/services to Durham University (hereafter referred to as "The University").

1.2 Contents

Please note the questionnaire is divided into a number of tabs which you can navigate across. A brief description of each is found below. Please note all tabs must be completed but it is recommended you first review the AoS tab and any exclusion criteria to determine whether you can meet the University's requirements before you start to complete your response.

Intro

Introduction

The Intro tab provides information on how the tender is structured and how it will operate including the timetable, evaluation criteria and contact point for queries.

Form

Form of Proposal

The Form tab seeks confirmation on the legal aspects of your response including compliance with relevant T&Cs, law, anti-bribery, accuracy of information and organisational status.

Fin

Financial Information

The Fin tab requires you to upload a financial extract of accounts for the last three years of trading along with answering supporting questions around financial governance.

Ins

Insurance

The Ins tab seeks confirmation on your insurance policies and the current limits you have place.

E&D

Equality and Diversity

The E&D tab seeks clarification on what policies you have in place to ensure Equality and Diversity for all within your workplace environment.

AoS

Appropriateness of the Solution

The AoS tab contains all relevant information relating to the specification or requirement. Where appropriate you may be required to submit case studies in support of your submission and answer any supplementary questions in support of your understanding of the specification and any deliverables.

Lots

Lot Requirements

The Lot section will require you to respond to those Lots you wish to submit a tender response for and can include the specification for that Lot, the price and case studies if applicable along with any other supplementary questions in support of your understanding of the specification and requirements.

Price

Pricing Proposal

The Price tab allows you to submit a pricing proposal based on the specification / requirements described under AoS.

Submit

This is the final tab to submit your response. You can amend and resubmit your final response at any time while the Event is open.

1.3 Reserve of Right

The University does not undertake to accept the lowest proposal, or any proposal under this exercise, and reserves the right to accept a portion of any proposal, unless the Supplier expressly stipulates in their response. The University reserves the right to award more than one contract in relation to the requirement.

1.4 Size of Contract

Any contract values or purchase quantities indicated in the specification are not guarantees of commitment by the University and are shown for budgetary purposes only.

1.5 Return of Proposal and Closing Date

It is the Supplier's responsibility to ensure that your proposal is received by the University within the timescale permitted. Responses must be returned using the acquire system and final responses submitted before the event closes. Returns submitted by post, facsimile or e-mail will not be accepted unless the Supplier is advised otherwise. **Note a countdown to the closing date is shown above.**

1.6 Operation of Framework Agreement

Please note; when calling off the framework agreement the University will select the supplier under the following process:

Where we award to a single supplier (per lot):

- The University will direct award each requirement.

Where we award to multiple suppliers (per lot):

- Suppliers will be ranked in order of the tender evaluation, the first ranked supplier will be approached to ascertain if they can fulfil the requirement. If they are unable to fulfil the requirement the second ranked supplier will be approached and so on.
- In some instances, a mini competition will be carried out for each requirement giving all suppliers on the lot the opportunity to compete.

1.7 Timetable

Timetable	
Activity	Dates
Cut-Off Date For Seeking ITT Clarifications	10/03/2021
Tender Closing Date	12 noon on 15/03/2021
Interviews	Week commencing 05/04/2021
Conclude Evaluation	12/04/2021
Recommendation to Award Approved	14/04/2021
Start Standstill	15/04/2021
Conclude Standstill	26/04/2021
Contract Start Date	01/05/2021

1.7.1 Interviews

1. As part of the tender process, some suppliers may be invited to attend a presentation/interview session during week commencing 05 April 2021, date and time will be confirmed with each supplier selected to attend an interview. It is anticipated that interviews will be held via Teams, although this would be confirmed with suppliers selected for interview.

Sessions should be attended by representatives from the organisation who would be responsible for provision of the services, should you be successful.

The sessions will likely last 45-60 minutes and may include the following:

- Presentation (on a pre-selected topic);
- Two-way question and answer session.

Please provide the following information below:

- The availability of your team for the dates mentioned above. Any preference for date/time will be considered although this cannot be guaranteed;
- Name and job title of each person who would be attending.

1.8 Acceptance

The University will assume that submitted responses have been completed by individual(s) with the appropriate level of responsibility to act on behalf of their organisation. Any reference to 'you' or 'your' throughout the questionnaire and supporting documentation will refer to your organisation and not you as an individual. The University will notify the successful and unsuccessful supplier as soon as it is reasonably practical.

1.9 Support, Guidance and Clarifications

Support and guidance is available from the Procurement Service should you require it. This event is being managed by Lyndsay Glasper, Senior Category Manager, and if you are experiencing any difficulty regarding completion of the event or you have any queries of a technical nature please submit your response via the messaging tool on the application. To send a message click on the 'Communication' tab above but please note if you are in the process of completing your questionnaire then **you must save your response before accessing the 'Communications' tab.**

Please note that the University's response to any queries or clarification request may, at the University's discretion, be circulated to all parties, however, the University will not provide the name of the supplier that raised the original query.

Where the clarification is relevant to all parties it will added to a clarifications log, which we will upload to the 'Header' tab. You will be sent a message to inform you the clarifications log has been updated and that the latest version is available for you to download.

Any query must be received prior to the clarification cut-off date stated in the timetable above. Queries submitted after this date are not guaranteed a response.

If you need to speak to Lyndsay, she can be contacted on lyndsay.glasper@durham.ac.uk.

1.10 Corporate, Social and Environmental Responsibility (CSER)

It is strongly recommended that you review the University's Responsible Procurement Notice prior to completing the event. This notice is available online at: <https://www.dur.ac.uk/procurement/suppliers/cser/>

1.10.1 Net Positive Futures

The University makes use of an online sustainability tool called Net Positive Futures. The tool enables suppliers to develop an action plan to help get started with, or, progress sustainability or social responsibility activity already taking place within the supplier's organisation. The Net Positive Futures tool is easy to use and there are no associated costs for the supplier. It is a requirement of the contract that the successful supplier (if not already) will utilise the tool and the outcomes will be discussed at contract review meetings. As part of the implementation of the contract the University will provide an overview of Net Positive Futures along with training.

1.11 Evaluation Criteria

Please download and review the Evaluation Criteria document. Information supplied in the event will be evaluated under the criteria listed with the applied scoring methods and weightings.

Individual questions are scored using the methodology listed below. The Evaluation Criteria document lists each question number and the scoring methodology that will be applied.

The scoring methodology depends upon the type of question being asked and the following sections detail how your response will be assessed and scored.

1.11.1 Incomplete Responses

Answers must be given in the format requested otherwise you will be awarded zero marks for each question that is non-compliant. For example, where a box has been provided for you to provide a free text response, you must answer the question within the box provided, if you simply cross-reference another question or supporting documentation without providing a specific answer you will be awarded zero marks as it is non-compliant.

1.11.2 Exclusion Criteria

There are a number of areas within the event where exclusion criteria are applied. All exclusion questions are shown in the Evaluation Criteria Document and it is recommended you review the exclusions prior to completing the event. Exclusion criteria is assessed on one of the following two ways and the method applied is detailed beneath the section heading:

Pass/Fail

Where you have been asked a direct question your answer will either be acceptable (pass) or unacceptable (fail).

Assessment

Where your answer requires the University to assess the information provided. Upon assessment the response will be deemed to be either acceptable or unacceptable.

Note you will be excluded from the process if you fail to answer or do not comply with any of the exclusion criteria.

1.11.3 Compliance Questions

These questions determine if you meet set criteria/standards or whether you can offer a viable alternative. The level of compliance is scored using the following criteria.

RESPONSE OPINION	SCORE	METHODOLOGY
Meet criteria/standard	10	Fully complies with the request/statement
Non-compliant	0	No answer or fundamentally disagrees with the statement
Acceptable alternative	7	Offer an alternative solution or proposed changes, that still offer an acceptable response/solution
Unacceptable alternative	0	Offers an alternative solution or proposed changes which raise significant concerns regarding the response/solution

1.11.4 Competence Questions

These questions require a written response and the level of competence is scored using the following criteria.

RESPONSE OPINION	SCORE	METHODOLOGY
Exceed criteria	10	Comprehensively meets the requirements with additional benefits
Met criteria	7	Meets the requirements
Partially met criteria	3	Some reservations about the response/solution - may require further clarification prior to award
Criteria not met or no evidence	0	Significant concerns regarding the response/solution
No response	0	No answer or totally inappropriate answer

1.11.5 For Information Only Questions

The University requires some additional information regarding the way your organisation operates but the answer to these questions are not deemed to affect your ability to perform the contract. These questions will state they are for information purposes only.

1.11.6 Financial Standing

You are required to provide an extract of your accounts for the past three years of trading. Although your financial information will not be scored, an assessment of your finances will be undertaken with the aid of an evaluation tool using accounting ratios. If we deem the outcome to be unsatisfactory, we reserve the right to not consider your proposal. The following ratios will be calculated to give an indication of financial health/stability.

- Working Capital
- Capital Employed
- Net Profit (after tax)
- Net Profit Margin
- Current (Liquidity) Ratio
- Quick Ratio
- Gross Profit Margin
- Return on Capital Employed
- Capex (as % of Revenues)
- Debtor Collection Period
- Creditor Collection Period

The successful supplier may be required to provide The University with a suitable performance indemnity, either in the form of a Parent Company Guarantee or Surety Bond. Suppliers are required to submit your proposals for ensuring compliance with this requirement and are requested to provide this further on in the questionnaire. You may be asked to clarify parts of your finances following our assessment.

1.11.7 Pricing

20% of the weighting is allocated to price. The average price will equate to 10% (half of the weighting), the remaining prices being allocated a percentage depending how far over or under the average they are, up to the maximum of 20%. The following formula is applied:

Average price divided by supplier's price, then multiplied by half of weighting

The following example is based on average price of £200,000 and weighting of 30%

Supplier	Supplier's Price	Calculation	Score
Supplier A	£200,000	$\text{£200,000} / \text{£200,000} \times 15$	15.00%
Supplier B	£220,000	$\text{£200,000} / \text{£220,000} \times 15$	13.64%
Supplier C	£250,000	$\text{£200,000} / \text{£250,000} \times 15$	12.00%
Supplier D	£180,000	$\text{£200,000} / \text{£180,000} \times 15$	16.67%
Supplier E	£150,000	$\text{£200,000} / \text{£150,000} \times 15$	20.00%

Suppliers submitting abnormally low or abnormally high bids may be asked to clarify the constituent components of their pricing and justify the on-going economic sustainability of their submission. Where a supplier's bid is **X%** higher or lower than the average price the University reserves the right to discount the bid on this basis.

1.11.8 Tied Evaluation

Where two or more suppliers are ranked in first place with tied scores to 2 decimal places, the score for the highest weighted evaluation criteria section will determine the successful supplier. If the scores for the highest criteria section are tied the second highest criteria section will be used, the process will be repeated until a successful supplier is identified.

1.12 Supporting Documentation

There are a number of areas within the questionnaire where supporting documentation is required in order to evidence the answers you have provided, for example providing copies of insurance certificates to confirm level of liability.

You will be notified after the closing date if the University requires you to provide such supporting documentation and a deadline will be given.

If you fail to provide the supporting documentation your response will be deemed non-compliant and will result in exclusion from the procurement exercise.

1.13 Answering Questions

In order for evaluators to easily find all documents relevant to a question, it is vital that you adhere to the instructions given here. Please note within your response the names of any additional files provided in response to the question, and when uploading additional files, ensure the filenames are prefixed with your organisation's name, followed by the question number (e.g. 6, 7 etc.), followed by a brief document description.

Organisation name – question number – document description

Naming the files in this way will enable all files relevant to each question to be easily located and presented to evaluators.

Please do not include general marketing or promotional material, either as answers to any of the questions, or for any other reason. It will not be used in the evaluation.

1.14 Submission

You may build your submission over the course of the event and revisit your response as many times as you wish. You must push the "Save" button each session to store any data entered. Once your questionnaire is complete please ensure you push the "Submit" button prior to the deadline or your response will not be accepted. Navigating away from this page prior to pushing the "Submit" button will result in you losing any data entered for that session. Where instructed to attach documents please "upload" these documents onto the system. Attachments are to be concise and only provide the necessary information to answer the question. Please do not upload sales or promotional material that has not been requested.

1.15 Withdrawal process

If you have chosen to withdraw from the procurement process please notify the University using the messaging tool. Please provide a brief explanation as to why you no longer wish to take part. Once you have notified the University of your withdrawal you will be removed from the event so that you do not receive any further communication.

1.16 Award Notification

Prior to any award, final checks will be carried out on the successful supplier(s). Failure to pass these checks will prevent that supplier from being appointed to the framework agreement.

All suppliers, whether successful or unsuccessful, will be notified in writing of the outcome of the evaluation process, which will start a minimum ten calendar day standstill period. The University will then, subject to any approvals being obtained, award the framework agreement to the successful supplier(s).

The written feedback will provide your score and that of the successful supplier(s) for each of the weighted criteria and will provide the relative advantages of the winning bid(s).

2 Form of Proposal

2.1 Criminal Offences

Please answer all of the questions. If the Supplier has been convicted of any of the following offences and/or any questions in this section are left unanswered then your bid will not be considered. Please note where you are not governed by UK law the equivalent law in the country/state in which you are registered will be applicable.

2. Within the last 5 years has the Supplier or its Directors or any other person who has powers of representation, decision or control of the economic operator been convicted of any of the following offences: .

- The offence of conspiracy (where that conspiracy relates to participation in a criminal organisation) e.g. committed an offence under Article 2(1) of Council Joint Action 98/733/JHA.
- The offence of corruption e.g. committed an offence under section 1 of the Public Bodies Corrupt Practices Act 1989 or section 1 of the Prevention of Corruption Act 1906.
- The offence of bribery.
- The offence of terrorism or offences linked to terrorism.
- The offence of financing terrorism.
- The offence of child labour or human trafficking.

☐ Yes - convicted
☐ No - not convicted

3. Within the last 3 years has the Supplier or its Directors or any other person who has powers of representation, decision or control of the economic operator been convicted of the offence of fraud in terms of:

- The offence of cheating Her Majesty's Revenue and Customs (HMRC).
- The offence of conspiracy to defraud.
- Convicted of fraud or theft e.g. guilty by the England and Wales Theft Act 1968 and the Theft Act 1978.
- Convicted of fraudulent trading e.g. convicted within the meaning of section 458 of the England and Wales Companies Act 1985.
- Convicted of defrauding HMRC e.g. convicted under the England and Wales Customs and Excise Management Act 1979 and the Value Added Tax Act 1994.
- An offence in connection with taxation e.g. an offence under the European Community within the meaning of section 71 of the Criminal Justice Act 1993.
- Destroying, defacing or concealing of documents or procuring the extension of a Valuable security e.g. an offence under the meaning of section 20 of the England and Wales Theft Act 1968
- The offence of money laundering e.g. an offence under the meaning of the Money Laundering Regulations 2003.

☐ Yes - convicted
☐ No - not convicted

4. Has the Supplier been convicted of any other offence within the meaning of Article 45(1) of the Public Sector Directive as defined by the national law of any relevant EU State or if the supplier does not reside in an EU State then the equivalent law in the state/country in which the Supplier is registered.

☐ Yes - convicted
☐ No - not convicted

If you have answered YES to any of the above questions please provide details of the conviction and the steps you have taken to remedy the wrong and to prevent a reoccurrence of the offence.

2.2 Terms and Conditions

Please note this tender and any contract that may arise as a result shall be based upon the response set forth in this questionnaire, and will be subject to the attached Agreement for the Supply of Goods and the Provision of Services to the University of Durham (the "Agreement"). In the event that you do not accept any provision in the Agreement exactly as is drafted, you must expressly indicate, within a separate document uploaded below, that you do not accept the provision and provide alternative language, along with full justification for any requested change. Any changes submitted in any alternative format to those outlined above shall not be considered. All changes proposed as set out above will be reviewed and considered by the University prior to award, however acceptance of any proposed change shall be made at the sole discretion of the University.

Please Note:

- Any request for change to any provision of the Agreement which is not addressed at this stage, fully in accordance with the instructions set out above, will not be open for negotiation at any stage
- The University will deem any alternative wording, including that suggested, recommended or proposed as set out above, as reflecting your final position in regards to compliance with that provision.

A document named 'ITT20-013 Contract.pdf' has been attached to this question by the event owner

5. Please confirm whether you have uploaded any suggested changes in a separate document as requested above.

☐ Yes - tracked changes uploaded
☐ No - University terms and conditions accepted

2.3 Anti-Bribery

Please download and review the attached Anti-Bribery Policy.

A document named 'AntiBriberyPolicyCouncilJuly2011.pdf' has been attached to this question by the event owner

6. Please confirm that your organisation agrees that your employees and any sub-contractors, agents or any other third party working on behalf of your organisation will adhere to the Bribery Act 2010 and University Anti-Bribery Policy?

☐ Agree

2.4 Accuracy of Information

7. Please confirm that all of the information contained in your proposal is true and accurate and that the prices quoted in this tender are valid and open to acceptance by the University for a period of 60 days from the tender closing date?

☐ Agree

Please note that the University reserves the right not to accept the lowest or any proposal.

2.5 Bona Fide

8. In recognition of the principles of fair and open competition does your organisation agree that:

- This is a bona fide competitive proposal.
- The price in this proposal has not been fixed, or adjusted, in accordance with any agreement or arrangement with a third party.

☐ Agree

9. Does your organisation agree that you have not and will not:

- Communicate the price in this proposal to a third party.
- Enter into an agreement or arrangement with a third party so that they shall refrain from submitting a proposal.
- Enter into an agreement or arrangement with a third party to affect the price included in any proposal to be submitted.
- Offer or agree to pay or give, any sum of money or valuable consideration directly or indirectly to any third party for doing or causing the sort of act described above.

☐ Agree

2.6 Organisational Details

10. Please provide the following information:

Full title of Organisation	
Person Responsible for Proposal	
Telephone Number (for point of contact)	
Email (for point of contact)	
Name of Immediate Parent Company (if applicable)	
Name of Ultimate Parent Company (if applicable)	
Company Registration Number (if applicable)	

11. What is the trading status of your organisation

Please Select...

If other, please provide details below.

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12. Does your organisation form part of a wider organisation structure?

—

- ☐ Yes
☐ No

If yes, please select your organisation type from the drop-down list:

Please Select...

If your organisation forms part of a wider organisation structure, please state the name(s) of these organisations and which of your policies are determined by you and which apply to all firms/organisations within the wider organisation structure:

2.7 Lot Clarification

13. Please indicate for which lot or lots you wish to apply:

- ☐ Lot 1 - Campaign Phase II Feasibility Study
☐ Lot 2 - Campaign Communications
☐ Lot 3 - Annual Fund Strategy Development and Execution

Only answer the following question if you have applied for multiple lots.

14. If you are not successful in all of the lots you have applied for are there any restrictions to your submission e.g. only to be considered for lot X if successful for lot Y.

3 Financial Information

3.1 Financial Extract of Accounts

15. Please provide an extract of your organisation's accounts using the Excel spreadsheet below. If your most recent accounts are in the process of being reviewed by an auditor please include the figures from the unaudited accounts, this will enable the University to review your most recent accounting information. (Copies of published accounts are not an acceptable alternative to completing the table).

When completing the table please note:

- Figures entered **must** be written in sterling (GBP).
- Do **not** include pound signs (£) or pence.
- Do **not** use abbreviations such as M, K etc.
- Do **not** use commas to separate numbers e.g. 64589.
- Minus figures **must** be preceded with the minus sign opposed to presenting in brackets e.g. -15682.
- Figures entered **must** be for the accounts of the organisation taking part in the tender exercise. For clarity; the figures of a wider organisation such as a parent company or a group are not to be used.

A document named 'Financial_Extract_of_Accounts.xls' has been attached to this question by the event owner

16. Please confirm you have completed and re-uploaded the Financial Extract of Accounts using the below upload icon.

- ☐ Yes
☐ No

17. Please provide any additional supporting information below such as Director's comments in support of the financial extract of accounts supplied.

Please ensure that any comments provided are clearly identified by the full name and position of the individual within the company and the date these were recorded in the financial accounts.

3.2 Financial Governance

18. Has your organisation met the terms of its banking facilities and loan agreements (if any) during the past year?

- ☐ Yes
☐ No

If the answer to the above question is no, what were the reasons, and what has been done to address this?

19. Has your organisation met all its obligations to pay its creditors and employees during the past year?

- ☐ Yes
☐ No

If the answer to the above question is no, please give the reasons why:

20. Please provide below details of your bankers who could provide a reference:

Name	
Branch	
Contact details of your banker	

21. Are you a subsidiary of a parent company?

- ☐ Yes
☐ No

If you are a subsidiary please confirm that, should you be successful, you will arrange for the parent company to complete and return the attached 'Parent Company Guarantee' document. Please note; the contract will **not** be awarded until a completed document is returned.

- ☐ Yes
☐ No
☐ N/A

A document named 'Parent Company Guarantee - Template.doc' has been attached to this question by the event owner

4 Insurance

4.1 Limits of Insurances

Please provide details of your organisation's insurance policies.
Note that completion of this section is compulsory and that the University will not award a contract until this information is submitted.

22. If you do not require certain insurance policies/covers please provide details:

If you do require policies/covers you **must** answer the following questions.

23. Please complete the table below providing details of your Insurance levels, note that the University's minimum required levels of cover are included. All limits must be provided in GBP.

Insurances					
Cover Type	Minimum Indemnity Requirement (GBP)	Current level of indemnity (GBP)	Policy start date (dd/mm/yyyy)	Policy end date (dd/mm/yyyy)	Name of Insurer
Employers Liability	10000000				
Public and Products Liability	5000000				
Professional Indemnity	2000000				

24. For information only - Should you currently not meet the minimum levels of indemnity, as indicated above, for any of the policies, would you be prepared to increase your insurance cover to the level required?

☐ Yes

☐ No

You may be required to provide a covering letter from your broker/insurer confirming the policies you have in place, clearly showing the current indemnity limits and the policy start and end dates.
Please note; if you do not provide the required documentation, when requested, your response will be deemed non-compliant.

4.2 Policy Wording

4.2.1 Employers Liability

25. Is an "Indemnity to Principal Clause" included under the employers liability cover?

☐ Yes

☐ No

26. Do you have any special clauses or exclusions applicable to the performance of the contract.

☐ Yes

☐ No

If you answered yes to the above please provide details of any special clauses or exclusions.

4.2.2 Public and Products Liability

27. Is an "Indemnity to Principal Clause" included under the public and products liability cover?

☐ Yes

☐ No

28. Do you have any special clauses or exclusions applicable to the performance of the contract.

☐ Yes

☐ No

If you answered yes to the above please provide details of any special clauses or exclusions.

4.2.3 Professional Indemnity

29. Is an "Indemnity to Principal Clause" included under the professional liability cover?

☐ Yes

☐ No

30. Do you have any special clauses or exclusions applicable to the performance of the contract.

☐ Yes

☐ No

If you answered yes to the above please provide details of any special clauses or exclusions.

4.2.4 Sub-contractors

31. Please confirm that all suppliers and sub-contractors engaged by ourselves on contracts attributable will have Public Liability cover in force with a minimum limit of indemnity of £5,000,000.

☐ Yes

☐ No

☐ N/A

If the answer to the above question is no, please give the reasons why and detail what limit they have in place.

5 Equality and Diversity

32. Is it your policy as an employer to comply with your statutory obligations under the Equality Act 2010 (which applies in Great Britain) or equivalent legislation which applies in the countries in which your firm employs staff?

- ☐ Yes
☐ No

33. Does your organisation have a written policy or methodology on equal opportunities in relation to the provision of goods, facilities or services?

- ☐ Yes
☐ No
☐ N/A (a one person business)

If yes, you may be required to provide a copy of your policy or methodology on equal opportunity.

Please note; if you do not provide the required documentation, when requested, your response will be deemed non-compliant.

34. If you do not have a written policy or methodology on equal opportunity, do you have internal practices in place to ensure equal opportunity for all?

- ☐ Yes
☐ No
☐ N/A (a one person business)

If yes, you may be required to detail your organisation's internal practices with regards to promoting equal opportunity.

Please note; if you do not provide the required information, when requested, your response will be deemed non-compliant.

35. In the last three years have you been found guilty of unlawful discrimination on the grounds of the protected characteristics outlined in the Equality Act?

- ☐ Yes
☐ No

If Yes, please provide details:

36. In the last three years, has any contract with your organisation been terminated on grounds of your failure to comply with either or both of: Legislation prohibiting discrimination? Contract conditions relating to equal opportunities in the provision of goods, facilities or services?

- ☐ Yes
☐ No

If you have answered Yes to any of the above questions please provide details.

6 Appropriateness of the Solution

6.1 Summary

Durham University is seeking to appoint one or more fundraising consultants to support the transition from Phase I to Phase II of its ambitious philanthropic campaign, Durham Inspired. Key areas of focus are development and feasibility work, ongoing campaign monitoring and adhoc work around campaign communications and the relaunch of the annual giving programme.

6.2 Introduction to Durham University

Established in 1832, Durham University is a World Top 100 University with a global reputation for excellence in research and education.

The University is committed to delivering excellence across the board in research, education and the wider student experience. We have three strategic goals:

- To deliver world-leading and world-changing research across all core academic departments and institutes;
- To deliver education that is challenging, enabling, research led and transformative;
- To deliver through our Colleges, Durham Student's Union and Experience Durham a wider student experience as good as any in the world.

6.3 Background

6.3.1 Durham Inspired

Since 2017, we have been in the initial phase of an exciting and transformational campaign, Durham Inspired, which aims to ensure that Durham University is at the forefront of learning, research, and leadership for generations to come. Supported by high-level board of influential volunteers, Durham Inspired has transformed levels of giving to the University. Against a Phase I campaign target of £50M, we have raised more than £40M to date. In 2019, the University raised a record £23.6M – an increase of more than 200% on levels achieved in previous years. Our average campaign-level donation is almost £250K and we've seen both the largest ever donation in University history and the largest gift from overseas (from the US).

Our ambition is to deliver Durham University through complementary philanthropy, working closely with supporters to ensure that the impact of their gift is maximised. The focus in Phase I has been on maximising opportunities at the six- and seven-figure levels. As we move into the second phase of the campaign, we will seek to build on our successful annual giving and volunteering programmes, encouraging involvement from alumni and friends on a number of levels – both financial and non-financial.

6.4 Contract Requirements

This procurement exercise seeks one or more experienced consultants with extensive experience within the HE sector to lead on three key projects; a feasibility study for phase II of Durham Inspired; adhoc consultancy on the Durham Inspired communications strategy; and development and delivery of an annual giving strategy. Suppliers may bid for one or more of the following lots.

6.4.1 Lot 1

Lot 1: Part 1: Campaign Phase II Feasibility Study

The outcome of this lot will be a report reviewing Phase I of Durham Inspired and evidencing feasibility for Phase II, with reference to fully researched sources of philanthropic funding, income targets, investment required and potential risks. Areas to be covered include (but are not limited to):

1. Interviews with existing and potential alumni/friends and donors.
2. Research and development work to estimate the potential for major gifts at six, seven, and eight figure levels in key markets, including (but not limited to):
 - The UK
 - North America
 - Asia-Pacific

This work should consider individual philanthropists, charitable trusts and foundations, corporates and other organisations with the interest and propensity to give to Durham University

3. Further research into potential stakeholders within the wider University community (e.g. international parents) as part of Phase II.

4. Interviews with existing and pending alumni/friends and donors.

5. Thorough analysis of market opportunity in relation to a global legacy strategy.

6. Suggested focus areas for Phase II Case for Support.

7. Strategic recommendations for Phase II.

Part 2: ongoing campaign monitoring (optional)

1. Support with ongoing research work.
2. Review of performance against milestones and metrics.
3. Coaching and training for Major Gifts team.

Part 2 is optional and dependent on business need and supplier performance.

6.4.2 Lot 2

Lot 2: Campaign Communications

The supplier will offer ad hoc support with campaign-related communications, enabling us to push out campaign stories across different media. Tasks will include:

- The development of press releases.
- The identification of appropriate imagery.
- Finalising and disseminating communications linked to campaign gifts.
- Establishment and tracking of targets to measure the impact of campaign-related communications on strategic priorities.

We expect there to be a variety of opportunities over the next four years, so we invite communications specialists to bid for a place in our framework.

6.4.3 Lot 3

Lot 3: Annual Fund Strategy Development and Execution

Acting on a review already completed, the supplier(s) will support a newly-appointed Annual Giving Manager to develop and execute an innovative and ambitious annual giving strategy, focused on both the acquisition and retention of donors at the low-to mid-levels (up to £10,000). This will include oversight of the delivery of any proposed appeals, which may include:

- Telephone appeals
- Direct mail
- Email
- Social media
- Crowdfunding initiatives
- Support may include the preparation of data for appeals, the management (through software where relevant) of appeals-based fundraising, support with the integration of data into Raiser's Edge and the analysis of appeal performance against agreed metrics. Suppliers will be expected to lead on the implementation of initiatives and work to clear targets in collaboration with the Annual Giving Manager. More than one supplier may be appointed if areas of specialism are distinct – we ask suppliers to indicate which annual giving area they can best support.

We expect there to be a variety of opportunities over the next four years, so we invite suppliers to bid for a place in our framework.

6.4.4 Data

The University will share data with the Supplier in order for them to undertake the tasks assigned to them. Data could include (but may not be limited to):

- Biographical details;
- Contact information
- Business information;
- Historic donations.

Further information may be required (e.g. event attendance, college information) depending on the activity being undertaken.

The Supplier will be provided with an export of the data at the time required in order for the research/activity to be completed. The data must only be used for the required purpose and must be used in accordance with the Data Processing Agreement which would be required as part of the Agreement (a draft copy is included at Section 6.12.2 of this tender document).

6.5 Support

Initial meetings will be arranged by Durham University within two weeks of the contract(s) being formally awarded. Meetings will be arranged by Durham University and will be held via Zoom and will involve representatives from the supplier along with key internal and external stakeholders.

Furthermore, contract review meetings will take place throughout the duration of the contract and the supplier will be expected to attend the University/dial in via Zoom for these meetings.

All attendances at meetings will be made at the supplier's own cost, unless expressly agreed in advance by the University.

6.6 Contract Duration

Lot 1: The contract is intended to commence on 01 May 2021 and be in place for a period of 12 months, with three further extension periods of 12 months available for monitoring purposes, subject to business requirement and supplier performance.

Lot 2: 01 May 2021-30 April 2025

Lot 3: 01 May 2021-30 April 2025

6.7 Exclusivity

Appointments to this contract made as a result of this tender process will be on a strictly non-exclusive basis. Although it is the University's intention that all substantive work in the agreed areas will be undertaken by the selected Supplier(s), the University shall have the right, at its sole and absolute discretion, to instruct other suppliers in relation to matters falling in the same area.

6.8 Use of Sub-Contractors

It is not expected that the Supplier will use subcontractors for this work. Should this be required suppliers should clearly state which, if any, work is to be subcontracted and should list the names of all sub-contractors they would intend to use in the performance of the contract. This should be agreed in advance prior to commencement of work. The University reserves the right to exclude any sub-contractor that it feels is not acceptable.

6.9 Expenditure Authorisation

All expenditure for any work not included in the fixed fee element, for example any significant changes in scope or additional areas of focus, must be authorised in advance of any work being commenced. It will be the Supplier's responsibility to seek authorisation for such expenditure before commencing the requested work. Authorisation is only available from the Director of DARO or designated deputy and will be subject to a Variation to Agreement issued by the University.

Any deviation from the above procedure will be a breach of the agreement, resulting in the University having the right to refuse to pay for any such work undertaken.

6.10 Performance Reporting/Monitoring

The Supplier's performance will be monitored on an ongoing basis throughout the duration of the agreement. The information gathered will form part of the review process to ensure the University's requirements are being consistently and reliably satisfied.

The Supplier(s) will be required to attend operational meetings with DARO staff as often as is required. Management information may be requested in advance/at these meetings to allow University staff to monitor progress and performance. It is expected that the Supplier(s) shall comply with all reasonable requests made for further information.

6.11 Access to Site

As a result of the Coronavirus pandemic, many University staff are currently working remotely. At this point, it is not known with certainty when this may change, or what any return to work might look like. It is therefore expected that suppliers should expect to be asked to work remotely, with no or limited access to site.

Any changes to this would be discussed with the successful Supplier, as those changes can be affected during the contract period.

6.12 Responses

Suppliers are requested to complete the questions below regardless of which lot(s) they are applying for.

6.12.1 Delivery Team

37. Please provide details of the team who would be responsible for service delivery:

- An overview of the team detailing the appropriate skills and experience that they hold. Please note that the University does not wish to receive CV's for individuals but rather a summary description of experience and expertise per individual.
- An organogram showing how the team fit into the organisation.

Where this would be different for each lot awarded, please clarify which team would be responsible for which lot.

38. Please provide details of any additional skills, activities or resources that your team possesses, or has access to, and which would be available to Durham University should you be successful.

6.12.2 Data Protection and Security

Regulation (EU) 2016/679 (General Data Protection Regulation) came into force on 25th May 2018 and is the European Union's framework for data protection. All organisations processing and holding personal data of data subjects residing in the European Union, regardless of the company's location, will need to be compliant with this Regulation.

Any information connected to a data subject, that can be used to directly or indirectly identify a person(s) such as name, email address, medical information and so on. Any successful supplier may have access to, or collate this type of information as part of new or existing audit assignments through the course of doing business with Durham University.

Operational

The successful supplier will be required to sign the University's data processing agreement prior to the commencement of the Agreement to define how data will be shared, stored and retention period.

Please note this document and any contract that may arise as a result shall be based upon the response set forth in this questionnaire, and will be subject to the attached Data Processing Agreement (DPA). In the event that you do not accept any provision in the DPA exactly as is drafted, you must expressly indicate, within a separate document uploaded below, that you do not accept the provision and provide alternative language, along with full justification for any requested change. Any changes submitted in any alternative format to those outlined above shall not be considered. All changes proposed as set out above will be reviewed and considered by the University prior to award, however acceptance of any proposed change shall be made at the sole discretion of the University.

Please Note:

- Any request for change to any provision of the DPA which is not addressed at this stage, fully in accordance with the instructions set out above, will not be open for negotiation at any stage;
- The University will deem any alternative wording, including that suggested, recommended or proposed as set out above, as reflecting your final position in regards to compliance with that provision.

A document named 'Data Processing Agreement Template blank -amended 190328.pdf' has been attached to this question by the event owner

39. Please confirm whether you have any suggested changes and that these are in a separate document as requested above.

- ☐ Yes - suggested changes made
- ☐ No - we accept the University's Data Processing Agreement

40. Please give details of your system tear down process on the completion of the Agreement.

This should include the deletion of all data as part of the service delivery.

Organisational

41. Is there a role with board-level responsibility for data protection?

- ☐ Yes
- ☐ No

42. Is there a role with board-level responsibility for information security?

- ☐ Yes
- ☐ No

43. Highlight what categories of people the organisation provides data protection and information security training? (please tick all that apply)

- ☐ All permanent staff, Temporary staff and contractors, plus contractors working under your direction
- ☐ All permanent and Temporary staff
- ☐ All permanent staff
- ☐ None

Data Processing

44. Does the organisation have in place processes that support the University in addressing individuals' rights under data protection legislation?

- ☐ Yes
- ☐ No

45. Are contracts covering data protection and information security in place for all data processing activity undertaken by your organisation's third parties for this service?

- ☐ Yes
- ☐ No

46. Where personal data is processed as part of this service / solution, will the data be processed only within the UK or EEA? Consider backups, resiliency and disaster recovery sites and for any related sub-processors.

- ☐ Yes
- ☐ No, Offshore but with EEA data protection equivalent
- ☐ No

47. Does the organisation have in place processes for amending records to maintain the accuracy and currency of the records?

- ☐ Yes
- ☐ No

Governance

48. Does your organisation have a published Data Protection Policy communicated to employees and relevant third parties?

- ☐ Yes
☐ No

If Yes, please attach a copy of this document in your response.

49. Does your organisation have a published Information Security Policy communicated to employees and relevant third parties?

- ☐ Yes
☐ No

If Yes, please attach a copy of this document in your response.

50. Does your organisation have documented processes for the reporting, management and investigation of information security incidents and weaknesses, and data breaches?

- ☐ Yes
☐ No

If Yes, and this does not form part of either your Data Protection Policy or Security Policy, please attach a copy of this document in your response.

Third Parties

51. Will any third parties be used in the provision of the Agreement?

- ☐ Yes
☐ No

If Yes, please answer the following questions.

52. Are contracts covering data protection and information security in place for all data processing activity undertaken by your third parties for this service, if applicable?

- ☐ Yes
☐ No

53. Does your organisation have an active compliance monitoring regime in place with your third parties that reviews information security and data protection?

- ☐ Yes
☐ No

Technical Security

54. Highlight which of the following malware controls are in place: (please tick all that apply)

- ☐ Anti-malware policies and procedures are in place
☐ Anti-spam and phishing filtering of incoming emails is used and unnecessary attachment types are blocked
☐ DMARC, SPF, DKIM email policy and verification are in place
☐ Anti-malware software is in place on all susceptible devices with at least daily automated signature updates
☐ All malware events are collected & reviewed with centralised tools
☐ Use of electronic storage & removable media is covered by documented policies and procedures for control, protection, secure use, reuse and destruction
☐ Controls block access to known malicious software and websites
☐ Removable storage media are scanned for malware when accessed
☐ Portable devices have location and remote track controls enabled
☐ Whitelisting is used to prevent users installing and running applications that may contain malware
☐ Sandboxing is used to run suspicious software in an isolated environment with very restricted access

55. Highlight which of the following network security controls are implemented (please tick all that apply)

- ☐ User and admin account creation is subject to a full provisioning and approval process including joiners, leavers and movers
☐ Access for all accounts is maintained through a centralised point of authentication, for example Active Directory or LDAP
☐ System access roles strictly tied to job roles or capabilities
☐ Automated log out inactivity, lock screens, account lockout after failed attempts
☐ Multi-factor use for remote, supplier and administrative access
☐ System access and password policies and procedures in place

7 Lot 1 - Campaign Phase II Feasibility Study

Only complete this section if you have applied for Lot 1.

7.1 Response

7.1.1 Methodology

56. Provide a proposal detailing how you would deliver the requirements of Lot 1, ensuring that all areas included at Paragraph 6.4.1 are covered.

7.1.2 Experience

57. Demonstrate your experience, knowledge and expertise in the following areas:

- Extensive work within the HE and charity sectors;
- Understanding of relevant legislation, e.g. GDPR;
- Experience of identifying and researching viable prospects for philanthropic giving worldwide, and particularly in North America and Asia-Pacific;
- Experience of developing strategies for the delivery of campaign-related fundraising activities.

Where possible you should offer supporting evidence of how each of these requirements is met.

7.2 Pricing Proposal

The price(s) quoted must be inclusive of all costs relating to the performance of the contract for the provision of the services proposed, including any expenses but excluding VAT.

58. Please provide a pricing schedule which contains a full breakdown of your fee structure for the provision of Lot 1. This must include pricing for both parts 1 and 2.

Differences between pricing for each Part of Lot 1 must be made very clear. You must also include any options you have described within your proposal.

Please confirm you have uploaded your pricing schedule.

- ☐ Yes
☐ No

7.2.1 Invoicing Methodology

This section is for information only.

59. Please set out your preferred invoicing methodology, i.e. monthly in arrears for work undertaken during the period, completion of set milestones etc.

8 Lot 2 - Campaign Communications

Only complete this section if you have applied for Lot 2.

8.1 Response

8.1.1 Methodology

60. Provide a proposal detailing how you would deliver the requirements of Lot 2, ensuring that all areas included at Paragraph 6.4.2 are covered.

8.1.2 Experience

61. Demonstrate your experience, knowledge and expertise in the following areas:

- Development of proactive cross-media communication strategies;
- Expertise in the writing and dissemination of press releases;
- Focus on diverse media, including social media and web communications;
- Development of clear metrics indicative of success, e.g. reach, click-throughs, social media engagement.

Where possible you should offer supporting evidence of how each of these requirements is met.

8.2 Pricing Proposal

The price(s) quoted must be inclusive of all costs relating to the performance of the contract for the provision of the services proposed, including any expenses but excluding VAT.

62. Suppliers should upload their pricing, as detailed below, for the provision of this service.

- Hourly Rate;
- Half-Day Rate;
- Full Day Rate.

Pricing for this lot will be agreed at the outset of each individual project, using the rates provided. Changes to scope or variations in price identified mid-project must be approved by the University prior to the Supplier actioning any changes. Please note that the University may not pay for any changes made without explicit approval.

Please confirm you have uploaded your pricing schedule.

- ☐ Yes
- ☐ No

8.2.1 Invoicing Methodology

63. Please set out your preferred invoicing methodology, i.e. monthly in arrears for work undertake during the period, completion of set milestones etc.

9 Lot 3 - Annual Fund Strategy Development and Execution

Only complete this section if you have applied for Lot 3.

9.1 Response

9.1.1 Methodology

64. Provide a proposal detailing how you would deliver the requirements of Lot 3, ensuring that all areas included at Paragraph 6.4.3 are covered.

9.1.2 Experience

65. Demonstrate of your experience, knowledge and expertise in the following areas:

- The development and delivery of strategies for appeal-based giving;
- Expertise of managing telephone and direct mail appeals, including work on the associated data requirements;
- Software packages for the management and analysis of a telephone campaign, preferably offering synchronisation with the Raiser's Edge database;
- GDPR and legitimate interest.

Where possible you should offer supporting evidence of how each of these requirement is met.

9.2 Pricing Proposal

The price(s) quoted must be inclusive of all costs relating to the performance of the contract for the provision of the services proposed, including any expenses but excluding VAT.

66. Suppliers should upload their pricing, as detailed below, for the provision of this service.

- Hourly Rate;
- Half-Day Rate;
- Full Day Rate.

Pricing for this lot will be agreed at the outset of each individual project, using the rates provided. Changes to scope or variations in price identified mid-project must be approved by the University prior to the Supplier actioning any changes. Please note that the University may not pay for any changes made without explicit approval.

Please confirm, you have uploaded your pricing schedule.

☐ Yes

☐ No

9.2.1 Invoicing Methodology

67. Please set out your preferred invoicing methodology, i.e. monthly in arrears for work undertake during the period, completion of set milestones etc.

This is the end of the questionnaire, to ensure your bid is submitted you must click the "Submit Responses" button. You will then receive a copy of your submission by email.
You are able make subsequent changes prior to the closing date/time of the event. To receive a copy of your updated submission please click "Submit Responses" a further time.
The final version of your submission will be made available to the evaluation panel after the event has closed.