

Invitation to Tender

Digital, Website and Social Marketing Brief for Invest in Cornwall 2016-2018



1. About 'Invest in Cornwall'

Invest in Cornwall is part of Cornwall Development Company (CDC), an arms-length economic development provision of Cornwall Council. Invest in Cornwall is funded by the European Regional Development Fund (ERDF) and Cornwall Council.

Invest in Cornwall exists to help and encourage companies and investors without a presence in Cornwall and the Isles of Scilly (C&IoS) to establish small and medium-sized enterprises (SMEs) and businesses; provide relevant information, make introductions, and advise on financial assistance available.

Potential inward investors will be foreign or UK-based SMEs looking to expand their business, their representation and reach. The SMEs will be either new start-ups or established businesses from elsewhere in the UK expanding their operations with/via a new branch in C&IoS.

Invest in Cornwall focuses on key smart specialisation sectors. These businesses share the same or a related product or service, in parts of the economy that have been identified as best suited to operating in C&IoS and are therefore targeted for inward investment opportunities. The smart specialisation sectors are:

- Agri-tech
- Marine Renewables
- Aerospace
- Tech
- E-health
- Space

2. Background and context

The objective of Invest in Cornwall's marketing team is to broaden and enhance the national and international image of Cornwall as an attractive inward investment location to the smart specialisation sectors.

The county faces increasing competition from other UK based Inward Investment beneficiaries; therefore Cornwall must work increasingly hard to position its proposition as unique. Ultimately, digital and social marketing and the Invest in Cornwall website will help generate inward investment enquiries and secure both jobs and businesses to the local economy in Cornwall.

The services being commissioned are a key part of the marketing team's toolkit for promoting Cornwall to potential smart specialisation sector investors. It is also a key medium for differentiating Cornwall from rival Foreign Direct Investment (FDI), challenging the perceived barriers to entry

through evidenced-based content and showcasing the businesses that are already successfully operating in Cornwall. There is no 'one size fits all' to communication in these different markets so tailored activity is required to meet local needs delivering creative solutions to allow Cornwall to 'shine' through.

Background

Cornwall has long been established as a location in which leisure brands can flourish. The food industry in particular has experienced a renaissance due to the county's associations with quality and the environment. Attracting inward investment to Cornwall and the Isles of Scilly is immensely challenging. A driving factor is the negative or poorly informed perceptions of Cornwall as a business location. There is a perception amongst the business community representing the smart specialisation sectors that Cornwall has numerous barriers to entry.

This is a key challenge that through the Brand and inward investment communications, the marketing team must work to overcome. The key barriers are the perceived lack of:

- Infrastructure
- Human resource
- Internet capability
- Transport/Access

The promotion of a unified brand for Cornwall is a key driver in contributing to long-term economic sustainability. The external image of Cornwall is strong and generally positive, with high awareness and associations with quality, the environment, creativity and individuality. However, there are negatives to do with being old-fashioned and being too closely associated with tourism rather than other business sectors and the brand needs to build on the positives and overcome the negatives.

To date Invest in Cornwall has identified some of Cornwall's key businesses and signed up "Brand Ambassadors" who act as spokespeople for the county.

Research has been carried out to measure the impact and awareness of Cornwall as a business location. This has shown a slight shift in perception, but there is clearly a lot more work to be done to demonstrate Cornwall's business credentials and its viability as a business location.

The successful Tenderer will be expected to meet the requirements of the ERDF Branding and Publicity Requirements. Audits and verification checks will be carried out on projects; the consequences of non-compliance may lead to financial repayment of funding. It is therefore vital that you meet the

requirements of these guidelines and retain verifiable evidence of all communication activities undertaken.

The ERDF Branding and Publicity Requirements document is included within this tender.

During the course of the project, Invest in Cornwall will carry out research that will be made available to the successful tenderer.

3. Tender objectives

CDC is seeking to commission services to deliver:

- Deliver a new Invest in Cornwall website which is responsive and mobile optimised b2b , including design, content, build and implementation
- Develop a SEO strategy for the website, reviewing all existing content to ensure maximum optimisation opportunities and best quality user experience
- Develop a social marketing media strategy which reflects the trends and behaviours of each smart specialisation sector and its audience
- Lead the creative vision for all visual content including animation, infographics, video and photography, working collaboratively with appointed photographer/videographer
- Provide a clear plan of addressing performance objectives with monitoring, evidence and reporting
- Provide quarterly and final end of project reports
- Comply with all the regulations as specified with the ERDF Branding and Publicity Requirements

4. Tender requirements

The tenderer must be able to demonstrate knowledge, experience, skills and resource to fulfil the following objectives and requirements:

- To influence key opinion formers and decision makers across target sectors including business leaders and marketing influencers
- To promote the understanding of Cornwall's tech economy, business enterprise and growth
- To lead to successful generation of inward investment enquiries
- Qualified and experienced team and project structure, with appropriate experience and dedicated resource

New Invest in Cornwall website

The new site will be a next generation development of the current Invest in Cornwall website www.investincornwall.com. The new site requirements are:

- To participate in a comprehensive audit of the existing investincornwall.com website to identify opportunities and make recommendations for better audience engagement

- The overall look and feel of the website should reflect the overarching objectives of Invest in Cornwall
- First and foremost encourage potential interested investors to contact the Invest in Cornwall sector consultants
- Showcasing Cornwall's positive attributes and challenging any negative business related perceptions
- The website must seamlessly integrate visual content (imagery, video, animation and infographics) throughout to achieve a look that is modern and attractive and differentiates Cornwall from other UK inward investment destination offers
- Invest in Cornwall's messaging should be clear. Compelling content and accessible navigation must ensure that the browser takes a cohesive journey throughout the website
- A distinct section for each smart specialisation sector that is reflective of audience requirements including case studies, visual content and a compelling narrative
- Invest in Cornwall's social media channels will be seamlessly integrated into the website
- To build and implement a website using open source software
- To provide advice and be available for consultation at any point during the implementation of the new website and content management system
- To complete a full handover of all digital assets that are developed for Invest in Cornwall during the project as well as administrative access to all aspects of the website
- To meet the following technical specifications:
 - To embed videos from Video hosting sites such as YouTube and Vimeo with the Content Management System
 - Minimum "AA" level of W3C conformance
 - Availability of Real User testing
 - The CMS capable of publishing content securely to external hosting
 - Experience of CSS - the website should be CSS driven
 - Minimum compatibility with the following browsers: Firefox v 35 upwards, IE at least 9-10, Safari at least v 8-9
 - The website should be entirely manageable by a web interface with an integrated spell checker within the WYSIWYG editor and offer a Page Preview Facility. Users shall see the entire page in the context of editing, displaying all multimedia, images and links as if the page was live
 - Capable of allowing content to be contributed directly from Microsoft Office applications; this function shall automatically convert documents into the required format, including transferring of images

SEO requirements

- Review all existing content to ensure maximum optimisation has been implemented

- Work collaboratively with web build agency to achieve the best possible user experience
- Regularly monitor SEO requirements to ensure that the website is compliant

Social marketing media strategy which reflects the trends and behaviours of each smart specialisation sector and its audience requirements

- Draw upon sector and audience knowledge to identify and select the appropriate channels from which to disseminate content
- Use visual content to differentiate Cornwall's inward investment offering from other locations
- Engage in appropriate online discussions on key issues surrounding the smart specialisation sectors
- Include curated opportunities for stakeholder engagement e.g. Q&A's with guest bloggers or field experts on key issues

Creative vision for all visual content including animation, infographics, video and photography, working collaboratively with appointed photographer/videographer requirements

- Develop the storyboards and narrative for all visual content which will:
 - Support Invest in Cornwall's inward investment objectives
 - Showcase exemplar case studies of businesses within Cornwall
 - Capture the many positive attributes of Cornwall whilst challenging the negative perceptions that currently surrounds the county's suitability as a viable business location
- Develop a set of infographics which:
 - Encapsulate Cornwall's offering as an invest location
 - Promote compelling facts about Cornwall and inward investment
 - Look fresh, dynamic and modern
- Produce targeted material to promote key events and campaigns such as:
 - Email flyers
 - Materials for email marketing

5. Total budget

Budget	Detail
£125,000 exclusive of VAT	<p>This sum would cover all the activities and expenses incurred with:</p> <ul style="list-style-type: none"> • design, content development, build and implementation of the website <ul style="list-style-type: none"> - the first few months which is going to require significant resource establishing the site look and feel and content • SEO strategy

	<ul style="list-style-type: none"> • social media strategy and activities including: <ul style="list-style-type: none"> - establishing the strategy - on-going activities • the creatives, visual style and narrative including: <ul style="list-style-type: none"> - the first few months which is going to require significant resource establishing the plan and activities • project planning and management, monitoring and evaluation
--	---

Please note, the figure reflects the maximum budget allocation for the project. Tenders that exceed this amount **will not** be considered.

6. Timescale

The project will run from August 2016 – September 2018.

7. Tender submission requirements

Please include the following information in your Tender submission.

7.1 Covering letter (two pages maximum) to include:

- Contact name for further correspondence
- That the tenderer has the resources available to meet the requirements outlined in this brief and its timelines
- That the tenderer accepts all the Terms and Conditions of the Contract attached as an Appendix
- Conflict of interest statement
- That the tenderer will be able to meet the Corporate Requirements below, to include confirmation that Equality and Diversity and Environmental policies are in place and, if successful, supporting documentation will be provided as evidence
- That the tenderer holds current valid insurance policies as set out a below and, if successful, supporting documentation will be provided as evidence
- Confirmation that the tenderer will work collaboratively with other parties appointed by Invest in Cornwall

7.2 Confirmation that the tenderer can meet the following administrative support requirements:

	Administrative support	Timeframe
1	Response to queries by telephone	Same day
2	Response to queries by email	Same day
3	Invest in Cornwall core hours are 9am–5pm, Mon–	Contact

Fri, please provide contact details for out of hours support should it be required	details required
--	------------------

- 7.3 A proposal (six pages maximum) which demonstrates:
- Approach to social media including a justification around channel choices
 - Website integration of various social media feeds
 - Comprehensive analytic capabilities to provide Invest in Cornwall with clear statistics on traffic, identity content trends and visitor detail
 - Ability to meet all of the requirements of Section 4 'Tender Requirements' which are:

The tenderer must be able to demonstrate knowledge, experience, skills and resource to fulfil the following objectives and requirements:

- To influence key opinion formers and decision makers across target sectors including business leaders and marketing influencers
- To promote the understanding of Cornwall's tech economy, business enterprise and growth
- To lead to successful generation of inward investment enquiries
- Qualified and experienced team and project structure, with appropriate experience and dedicated resource

New 'Invest in Cornwall' website

The new site will be a next generation development of the current Invest in Cornwall website www.investincornwall.com. The new site requirements are:

- To participate in a comprehensive audit of the existing investincornwall.com website to identify opportunities and make recommendations for better audience engagement
- The overall look and feel of the website should reflect the overarching objectives of Invest in Cornwall
- First and foremost encourage potential interested investors to contact the Invest in Cornwall sector consultants
- Showcasing Cornwall's positive attributes and challenging any negative business related perceptions
- The website must seamlessly integrate visual content (imagery, video, animation and infographics) throughout to achieve a look that is modern and attractive and differentiates Cornwall from other UK inward investment destination offers
- Invest in Cornwall's messaging should be clear. Compelling content and accessible navigation must ensure that the browser takes a cohesive journey throughout the website

- A distinct section for each smart specialisation sector that is reflective of audience requirements including case studies, visual content and a compelling narrative
- Invest in Cornwall's social media channels will be seamlessly integrated into the website
- To build and implement a website using open source software
- To provide advice and be available for consultation at any point during the implementation of the new website and content management system
- To complete a full handover of all digital assets that are developed for Invest in Cornwall during the project as well as administrative access to all aspects of the website
- To meet the following technical specifications:
 - To embed videos from Video hosting sites such as YouTube and Vimeo with the Content Management System
 - Minimum "AA" level of W3C conformance
 - Availability of Real User testing
 - The CMS capable of publishing content securely to external hosting
 - Experience of CSS - the website should be CSS driven
 - Minimum compatibility with the following browsers: Firefox v 35 upwards, IE at least 9-10, Safari at least v 8-9
 - The website should be entirely manageable by a web interface with an integrated spell checker within the WYSIWYG editor and offer a Page Preview Facility. Users shall see the entire page in the context of editing, displaying all multimedia, images and links as if the page was live
 - Capable of allowing content to be contributed directly from Microsoft Office applications; this function shall automatically convert documents into the required format, including transferring of images

SEO requirements

- Review all existing content to ensure maximum optimisation has been implemented
- Work collaboratively with web build agency to achieve the best possible user experience
- Regularly monitor SEO requirements to ensure that the website is compliant

Social marketing media strategy which reflects the trends and behaviours of each smart specialisation sector and its audience requirements

- Draw upon sector and audience knowledge to identify and select the appropriate channels from which to disseminate content

- Use visual content to differentiate Cornwall's inward investment offering from other locations
- Engage in appropriate online discussions on key issues surrounding the smart specialisation sectors
- Include curated opportunities for stakeholder engagement e.g. Q&A's with guest bloggers or field experts on key issues

Creative vision for all visual content including animation, infographics, video and photography, working collaboratively with appointed photographer/videographer requirements

- Develop the storyboards and narrative for all visual content which will:
 - Support Invest in Cornwall's inward investment objectives
 - Showcase exemplar case studies of businesses within Cornwall
 - Capture the many positive attributes of Cornwall whilst challenging the negative perceptions that currently surrounds the county's suitability as a viable business location
- Develop a set of infographics which:
 - Encapsulate Cornwall's offering as an invest location
 - Promote compelling facts about Cornwall and inward investment
 - Look fresh, dynamic and modern
- Produce targeted material to promote key events and campaigns such as:
 - Email flyers
 - Materials for email marketing

7.4 Provide examples of two websites, that you have previously designed and implemented, which you consider to demonstrate your experience and ability to effectively collaborate (4 pages maximum). Examples should demonstrate:

- Key similarities between these projects and the proposed commission
- The client
- Approximate cost
- Outcomes
- Creative vision

7.5 Provide a breakdown (four pages maximum) on how the project will be:

- Managed and delivered including timelines
- Proposed meeting schedule
- Knowledge of ERDF branding and publicity regulations

- Project management methodologies to meet the objectives for the project
- Detail on how the team will work collaboratively with other parties appointed by Invest in Cornwall

7.6 Please allocate a cost for each of the project activities as set out below:

	Project activity	Price
1	Website	
2	Website hosting	
3	SEO	
4	Social media	
5	Visual content including animation and infographics	
6	Project management and delivery	
Total fee (excluding VAT)		

8. Tender process

This tender is being issued through an Open Tender process and therefore we anticipate a significant interest. To enable us to meet our project objectives and following a desktop evaluation of all tenders, CDC will invite the highest scoring five Tenderers to attend a Shortlist Presentation Interview, before making the final decision to awarding the contract.

All those intending to work on the contract will be expected to attend the Shortlist Presentation Interview in person.

At this meeting the Tenderer(s) interview will be used to validate the proposals and if necessary moderate the scores of the desktop evaluation.

9. Tender evaluation methodology

Desktop evaluation and a shortlist of agencies will be selected on the following criteria. **For more detail on each 'Requirement' please see Section 7.**

Ref	Requirement	Score
7.1	Cover letter	Pass /Fail
7.2	Confirmation of administrative support	Pass /Fail
7.3	Meet all the requirements of Section 4 'Tender Requirements'. Plus evidence of the team's experience and skills in social media strategy, analytics and evaluation and SEO	35%

7.4	Examples of previous projects which you believe demonstrate your ability to effectively collaborate and meet similar objectives	30%
7.5	Breakdown on how the project will be managed and delivered including timelines, proposed meeting schedule. Outline project management methodologies to meet the objectives for the project	20%
7.6	Total project costs	15%
	Maximum available score	100%

Please note that by submitting a Tender, the applicant must accept the terms and conditions of CDC as outlined in the contract

10. Tender timetable

Please submit the Tender document by email or post or in person by **5pm 27 June 2016**.

Please send by email to finance@cornwalldevelopmentcompany.co.uk with the following wording in the subject box: "Tender TEN390. Strictly Confidential. Digital, Website and Social Marketing Brief for Invest in Cornwall"

Tenderers are advised to request an acknowledgement of receipt when submitting by email.

If submitting by post or in person, the Tender must be enclosed in a sealed envelope, only marked as follows:

"Tender TEN390. Strictly Confidential. Digital, Website and Social Marketing Brief for Invest in Cornwall"

Nicky Pooley
Head of Corporate Services
Cornwall Development Company
Bickford House
Station Road
Pool
Redruth
Cornwall TR15 3QG

The envelope should not give any indication to the tenderer's identity. Marking by the carrier will not disqualify the tender.

11. Tender assessment

Each Tender will be checked for completeness and compliance with all requirements.

During the evaluation period, CDC reserves the right to seek clarification in writing from the tenderers, to assist it in its consideration of the tender. Tenders will be evaluated to determine the most economically advantageous offer taking into consideration the award criteria weightings detailed in the criteria table above.

CDC is not bound to accept the lowest price or any tender. CDC will not reimburse any expense incurred in preparing tender responses. Any contract award will be conditional on the Contract being approved in accordance with CDC's internal procedures and CDC being able to proceed.

The reviewer will award a percentage of the marks depending upon their assessment of the tenderer's response. The following scoring, or graduations of such, will be used to assess the tenderer's response:

Scoring Matrix for Tender Criteria		
Score	Judgement	Interpretation
100%	Excellent	Exceptional demonstration of the relevant ability, understanding, experience, skills, and resource and/or quality measures required to provide the goods/works/services. Full evidence provided where required to support the response.
80%	Good	Above average demonstration of the relevant ability, understanding, experience, skills, resource and/or quality measures required to provide the goods/works/services. Majority evidence provided to support the response.
60%	Acceptable	Demonstration of the relevant ability, understanding, experience, skills, and resource and/or quality measures required to provide the goods/works/services, with some evidence to support the response.
40%	Minor Reservations	Some minor reservations of the relevant ability, understanding, experience, skills, and resource and/or quality measures required to provide the goods/works/ services, with little or no evidence to support the response.
20%	Serious Reservations	Considerable reservations of the relevant ability, understanding, experience, skills, and resource and/or quality measures required to provide the goods/works/services, with little or no evidence to support the response.

0	Unacceptable	Does not comply and/or insufficient information provided to demonstrate that there is the ability, understanding, experience, skills, resource and/or quality measures required to provide the goods/works/services, with little or no evidence to support the response.
---	--------------	--

12. Tender clarifications

Any clarification queries arising from this Invitation to Tender which may have a bearing on the offer should be raised by email to nikki@investincornwall.com as soon as possible and strictly in accordance with the Tender & Commission Timetable below.

Responses to clarifications will be uploaded to Contracts Finder and will be viewable to all tenderers.

No representation by way of explanation or otherwise to persons or corporations tendering or desirous of tendering as to the meaning of the tender, contract or other tender documents or as to any other matter or thing to be done under the proposed contract shall bind CDC unless such representation is in writing and duly signed by a Director/Partner of the Contractor. All such correspondence shall be returned with the Tender Documents and shall form part of the contract.

13. Point of contact

Tenderers must provide a single point of contact in their organisation for all contact between the Contractor and CDC during the tender selection process.

14. Tender and commission timetable

The anticipated timetable for submission of the Tender, shortlisted presentations, completion of the project and interim milestones, are set out below.

Milestone	Start Date
Dispatch of Tender Documents	6 June
Final date for response to clarifications on Contracts Finder	24 June
Deadline to return the Tender to CDC	27 June
Evaluation of Tender by Invest in Cornwall	6 July
Notification of Shortlisted agencies	12 July
Shortlisted presentations to Invest in Cornwall	25 July
Successful tenderer notified	28 July
Contract sent by post to successful Tenderer	5 August

Signed Contract returned by post to Invest in Cornwall	12 August
Project start up meeting	17 August
Regular development updates / meetings	Weekly/mthly
Project end	28 Sept 2018

15. Corporate requirements

CDC wishes to ensure that its contractors, suppliers and advisers comply with its corporate requirements when facilitating the delivery of its services. It is therefore necessary to ensure that the Contractor can evidence their ability to meet these requirements when providing the services under this commission.

All Tender returns must include evidence of the following as pre-requisite if the Tender return is to be considered.

Equality and Diversity

CDC is committed to providing services in a way that promotes equality of opportunity. It is expected that the successful tenderer will be equally committed to equality and diversity in its service provision and will ensure compliance with all anti-discrimination legislation. The tenderer will be required to provide a copy of their Equality and Diversity Policies/Practices if successful in securing this contract.

Environmental Policy

CDC is committed to sustainable development and the promotion of good environmental management. It is expected that the successful tenderer will be committed to a process of improvement with regard to environmental issues. The tenderer will be required to provide a copy of their Environmental Policies/Practices if successful in securing this contract.

Indemnity and Insurance

The Contractor/supplier must effect and maintain with reputable insurers such policy or policies of insurance as may be necessary to cover the supplier's obligations and liabilities under this contract, including but not limited to:

- Professional indemnity insurance with a limit of liability of not less than £2 million;
- Public liability insurance with a limit of liability of not less than £5 million;
- Employers liability insurance with a limit if liability of not less than £5 million

All insurances shall cover for any one occurrence or series of occurrences arising out of any one event during the performance of this contract.

The tenderer will be required to provide a copy of their insurance policies if successful in securing this contract.

In addition, this contract is subject to the following legislation.

Freedom of Information Legislation

CDC may be obliged to disclose information provided by bidders in response to this tender under the Freedom of Information Act 2000 and all subordinate legislation made under this Act and the Environmental Information Regulations 2004 (Freedom of Information Legislation). Tenderers should therefore be aware that the information they provide could be disclosed in response to a request under the Freedom of Information Legislation. CDC will proceed on the basis of disclosure unless an appropriate exemption applies.

Tenderers should be aware that despite the availability of some exemptions, information may still be disclosed if it is in the public interest.

Prevention of Bribery

Tenderers are hereby notified that CDC is subject to the regulations of the Bribery Act 2010 and therefore has a duty to ensure that all tenderers will comply with applicable laws, regulations, codes and sanctions relating to anti-bribery and anti-corruption including, but not limited to, this legislation.

Health and Safety

The Consultant must at all times comply with the requirements of the Health and Safety at Work Act 1974, the Management of Health and Safety at Work Regulations 1992 and all other statutory and regulatory requirements.

Conflicts of Interest

Tenderers must provide a clear statement with regard to potential conflicts of interests. Therefore, **please confirm** whether, to the best of your knowledge, there is any conflict of interest between your organisation and CDC or its project team that is likely to influence the outcome of this procurement either directly or indirectly through financial, economic or other personal interest which might be perceived to compromise the impartiality and independence of any party in the context of this procurement procedure.

Receipt of this statement will permit CDC to ensure that, in the event of a conflict of interest being notified or noticed, appropriate steps are taken to ensure that the evaluation of any submission will be undertaken by an independent and impartial panel.

Exclusion

CDC shall exclude the tenderer from participation in this procurement procedure where they have established or are otherwise aware that the organisation, to include administrative, management or supervisory staff that have powers of representation, decision or control of the applicant's company, has been the subject of a conviction by final judgment of one of the following reasons:

- Participation in a criminal organisation
- Corruption
- Fraud
- Terrorist offences or offences linked to terrorist activities
- Money laundering or terrorist financing
- Child labour and other forms of trafficking in human beings

Publicity

In order to comply with the necessary publicity regulations that accompany ESIF funds all promotional material, meeting invites, questionnaires and reports must at all times comply with:

- Articles 115 and Annex XII of Regulation 1303
- Chapter II and Annex II of Regulation 821

The Secretary of State has published the National European Structural and Investment Fund Publicity Guidance to assist grant recipients to comply with the Regulations referred to in the paragraph above and is attached for reference. The chosen Contractor will be required to agree all project paperwork design with the project manager at the start of the contract to ensure that the necessary conditions have been met.

The appointed Contractor must comply with the publicity requirements in all activities, events, and literature developed as part of this contract.

Sub-contracting

Tenderers should note that the sub-contracting of aspects of this commission will not be considered.

Content ownership

By submitting a tender application, the tenderer acknowledges that the copyright to all material produced during the project will be the property of Invest in Cornwall.

Document Retention

All documentation (electronic and hard copy) produced as part of this contract will need to be returned to CDC at the end of the contract so that we can retain them for future reference/audit. The Contractor will not be expected to store these documents for future reference.

16. Disclaimer

The issue of this documentation does not commit CDC to award any contract pursuant to the tender process or enter into a contractual relationship with any provider of the service. Nothing in the documentation or in any other communications made between CDC or its agents and any other party, or any part thereof, shall be taken as constituting a contract, agreement or representation between CDC and any other party (save for a formal award of contract made in writing by or on behalf of CDC).

Tenderers must obtain for themselves, at their own responsibility and expense, all information necessary for the preparation of their tender responses. Information supplied to the tenderers by CDC or any information contained in CDC's publications is supplied only for general guidance in the preparation of the tender response. Tenderers must satisfy themselves by their own investigations as to the accuracy of any such information and no responsibility is accepted by CDC for any loss or damage of whatever kind and howsoever caused arising from the use by tenderers of such information.

CDC reserves the right to vary or change all or any part of the basis of the procedures for the procurement process at any time or not to proceed with the proposed procurement at all.

Cancellation of the procurement process (at any time) under any circumstances will not render CDC liable for any costs or expenses incurred by tenderers during the procurement process.