Request for Proposal (RFP)

For: UK-Malaysia GLAM Sector Research, Partnership and Delegation Consultant

Date: 06th November 2026

1 Overview of the British Council

The British Council is the UK's international culture and education organisation. We support peace and prosperity by building connections, understanding and trust between people in the UK and countries worldwide.

Creating these vital connections between the people of all four nations of the UK and other countries benefits everyone. It encourages people and organisations from around the world to visit, study and partner with the UK, strengthening the UK's global reputation and influence and driving economic growth.

By connecting the UK's expertise in arts and culture, education and the English language to our global presence and unparalleled networks, we unlock potential and transform lives. We help artists to share their distinctive voices. We provide educators with the tools to shape generations. We give young people the confidence to shine.

We work with governments and our partners in the education, English language and cultural sectors to make a bigger difference, creating benefit for millions of people all over the world. At the heart of these relationships is trust which is built over time and nurtured through shared experiences.

We work with people in over 150 countries and reach over 700 million people.

For almost a century, it's been our mission to build a world where people connect across borders, and where trust is the foundation for lasting change. A world where opportunities are limitless.

2 Introduction and Background to the Project / Programme

2.1 About Human-Nature

The British Council's Human-Nature programme is a multidisciplinary arts initiative that explores the interconnected relationships between people, culture, ecology, communities, and the environment. Through research, artistic collaborations, fellowships, community engagement, knowledge exchange, and creative commissions, the programme has brought together artists, cultural organisations, researchers, scientists, Indigenous communities, and civil society partners from Malaysia and the UK to develop new narratives and responses to climate adaptation and sustainable futures.

Human-Nature will be the theme of 2027 MY spotlight.

About the Spotlight 2027

2027 marks the 70th anniversary of UK-Malaysia diplomatic relations, providing an important opportunity to celebrate and deepen cultural connections between the two countries through a coordinated programme of artistic exchange, showcasing, dialogue and partnership development.

The UK-Malaysia Spotlight 2027 will be a year-long programme of arts, culture and creative industry activities built around “Human-Nature: Past, Present, Futures” theme. The Spotlight builds on the British Council's Human-Nature programme and the UK-Malaysia collaboration at the Venice Architecture Biennale 2027, bringing together artists, cultural organisations, researchers, creative practitioners and audiences to explore relationships between people, culture, technology and the environment

The British Council is exploring opportunities to strengthen collaboration between the United Kingdom and Malaysia across the GLAM sector (Galleries, Libraries, Archives and Museums). Building on ongoing stakeholder engagement, including sector consultations, the initiative aims to identify opportunities for knowledge exchange, institutional partnerships, professional development, and collaborative projects between UK and Malaysian GLAM organisations and institutions and artists. Relevant recent engagement has included discussions with Malaysian stakeholders regarding participation in a UK-Malaysia GLAM network and connections with UK counterparts

As part of this work, the British Council seeks to commission a **Gallery, Library, Archive and Museum (GLAM) Consultant: UK-Malaysia GLAM Sector Analysis, Partnership Development and Delegation Engagement**

to:

1. Undertake a situational analysis of the GLAM sectors in Malaysia and the UK.
2. Identify strategic opportunities for bilateral collaboration.
3. Support the development of a UK GLAM delegation to engage with Malaysian stakeholders.
4. Facilitate participation and engagement opportunities around the International Congress on Archives Conference (ICA) in Kuching, Sarawak, 19-21 October 2027.

Purpose of the Assignment

The purpose of this commission is to provide the British Council with:

- A robust understanding of the current UK and Malaysian GLAM landscapes.
- Strategic recommendations for future UK-Malaysia collaboration.
- A curated delegation of prospective UK partners and delegates (through an open call) to meet with MY stakeholders and attend ICA 2027 conference in Kuching
- The delivery of a structured programme of engagement supporting relationship-building and partnership development around ICA 2027.

2.3 The purpose and scope of this RFP and supporting documents is to explain in further detail the requirements of the British Council and the process for submitting a proposal in response to this RFP ("**Proposal**").

3 Proposal Conditions and Contractual Requirements

This section of the RFP sets out the British Council's contracting requirements, general policy requirements, and the general conditions relating to this procurement process ("**Procurement Process**").

3.1 Contracting requirements

3.1.1 Contracting authority: the British Council which includes any other companies and 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 Delivery location for goods and/or services: the British Council offices in Malaysia.

3.1.3 Duration: Fifteen (15) months.

3.1.4 Contractual terms: As set out at Annex [1] ("**Contract**"). By submitting a Proposal, you are agreeing to be bound by the terms of this RFP and the Contract without further negotiation or amendment. In the event that the chosen service provider is operating as a Sole Trader or through a Personal Service Company, the British Council retain the right to issue specific contractual terms and conditions, in order to take account of this status. If you plan to submit a bid as a Sole Trader or Personal Service Company please contact Erica.Choong@britishcouncil.org.my for a copy of the specific terms. Once the Contract is awarded, there will be no changes allowed to the Contract (except in accordance with the provisions of the Contract). Any clarification questions in relation to any aspect of this Procurement Process and the associated documentation should be submitted in accordance with the process set out in paragraph 12 (*Clarification Requests*). Only changes which relate to the correction of ambiguity or manifest error in relation to the terms of the Contract will be considered and, if necessary, the British Council may, when issuing its response to clarification questions, reissue Annex [1] to reflect such changes. Any proposed amendments received from a potential supplier as part of its Proposal shall entitle the British Council to reject that Proposal and to disqualify that potential supplier from this Procurement Process.

3.2 General Policy Requirements

3.2.1 By submitting a Proposal, you confirm that you will, and that you will 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).

3.3 General Proposal conditions ("Proposal Conditions")

3.3.1 Application of these Proposal Conditions – In participating in this Procurement Process and/or by submitting a Proposal it will be implied that you accept and will be bound by all the provisions of this RFP and its Annexes. Accordingly, Proposals should be made on the basis of and strictly in accordance with the requirements of this RFP.

3.3.2 Third party verifications – Your Proposal 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 Proposal 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 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. No liability (save for fraudulent misrepresentation) is accepted for its accuracy, adequacy or completeness and no warranty is given as such.

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. The clarification process set out in paragraph 12 should be used for any queries in relation to 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 and if appropriate, the Response Deadline shall, at the discretion of the British Council, be extended.

3.3.6 Compliance of Proposal – 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 Proposal 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 Compliance with the terms of the Contract – The successful supplier must comply with the Contract as set out in Annex [1] without any amendment (save as described in paragraph 3.1.4). .

3.3.8 Format of Proposal – Proposals must comprise the relevant documents as detailed by the British Council in Annex [2] (Supplier Proposal) completed in accordance with relevant all instructions. Any documents requested by the British Council must be completed in full. It is important that you read the RFP carefully before completing and submitting your Proposal.

3.3.9 Modifications to Proposals once submitted – You may modify your Proposal prior to the Response Deadline by giving written notice to the British Council. Any modification should be clear and submitted as a completely new Proposal in accordance with Annex [2] (Supplier Proposal) and these Proposal Conditions.

3.3.10 Disqualification – If you breach these Proposal 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 Proposal apply and/or if you or your appointed advisers attempt:

- to inappropriately influence this Procurement Process or 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 Proposal;
- 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;
- 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 Proposal Conditions) or from another potential supplier or another Proposal,

the British Council shall be entitled to reject your Proposal in full and to disqualify you from this Procurement Process. Subject to paragraph 3.3.14 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 Proposal costs – You are responsible for obtaining all information necessary for preparation of your Proposal and for all costs and expenses incurred in preparation of the Proposal. Subject to the "Liability" Tender Condition below, you accept by your participation in this Procurement Process, including without limitation the submission of a Proposal, that you will not be entitled to claim from the British Council any costs, expenses or liabilities that you may incur in submitting a Proposal irrespective of whether or not your Proposal is successful.

3.3.12 Rights to cancel or vary this Procurement Process – Nothing in this Procurement Process will bind the British Council 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 in writing. Subject to the "Liability" Tender Condition below, the British will have no liability for any losses, costs or expenses you incur as a result of such actions.

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 Proposal Conditions and the requirements of this RFP.

3.3.14 Liability – Nothing in these Proposal 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 Proposal) 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 Proposal. 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 The British Council reserves the right to disclose all documents relating to this Procurement Process, including without limitation your Proposal, to any employee, third party agent, adviser or other third party involved in the Procurement Process 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.

4.4 The Freedom of Information Act 2000 ("FOIA"), EU General Data Protection Regulation (GDPR) 2015, the Environmental Information Regulations 2004 ("EIR"), and public sector transparency policies apply to the British Council (together the "**Disclosure Obligations**").

4.5 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.

5 Proposal Validity

5.1 Your Proposal must remain open for acceptance by the British Council for a period of sixty days from the Response Deadline. A Proposal 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 Khadijah.Turner@britishcouncil.org or by post to: The British Council Malaysia, Corporate Services – **Ground Floor, West Block, Wisma Golden Eagle Realty, 142C Jalan Ampang, 50450 Kuala Lumpur**

7 Specification

Scope of Work

Workstream 1: Situational Analysis

The Consultant shall:

A. Sector Mapping

- Conduct desk research of the GLAM sectors in Malaysia and the UK.
- Map major institutions, networks, associations, academia, funders and policymakers.
- Identify national strategies, priorities, trends and challenges affecting the sector in both regions.
- Analyse areas of strength, innovation and international engagement/collaborations.

B. Stakeholder Consultation

- Conduct interviews and/or focus groups with selected stakeholders in Malaysia and the UK.
- Gather insights on:
    - Sector needs and priorities.
    - Existing international collaborations.
    - Barriers to partnership.
    - Capacity-building needs.
    - Areas of mutual interest.

C. Opportunity Assessment

- Identify potential partnership pipeline with prioritisation matrix identifying high potential UK/Malaysia collaborations and recommended next steps
- Identify priority themes for UK-Malaysia collaboration, including but not limited to:
    - Digital collections and access.
    - Archives and heritage preservation.
    - Community engagement.
    - Indigenous and living heritage.
    - Research and knowledge exchange.
    - Collections management and conservation.
    - Climate and sustainability within GLAM institutions.
    - Creative use of archives and collections by artists and creative practitioners.
    - The appetite for a programme of talks and trainings on decolonising the museum
    - Creation of a UK/MY GLAM network or consortium to enable artists exchange and access to resources for research and residency purposes

Workstream 2: Partnership and Network Development

The Consultant shall:

- Identify priority UK institutions and organisations that align with Malaysian stakeholder interests.
- Advise on partnership models and collaboration mechanisms.
- Introduce and connect relevant UK and Malaysian stakeholders where appropriate.
- Support the development of a UK-Malaysia GLAM network and future collaboration roadmap.

Workstream 3: UK Delegation Development for ICA Conference 2027

The Consultant shall:

A. Delegation Design

- Recommend the size, composition and objectives of a UK delegation.
- Identify potential delegates representing:
    - Archives.
    - Museums.
    - Libraries.
    - Galleries.
    - Universities and research institutions.
    - Heritage organisations.
    - Cultural policy and sector-support bodies.
- Design and support implementation of an open call process, including outreach, assessment recommendations and delegate selection criteria

B. Delegate Engagement

- Conduct outreach to prospective delegates.
- Develop delegate briefing materials.
- Advise delegates on the Malaysian GLAM landscape and opportunities for collaboration.

C. Stakeholder Engagement Programme

- Support the design of a programme of meetings and networking opportunities in Malaysia.
- Recommend organisations and stakeholders for engagement.
- Propose opportunities for collaboration beyond the conference.

Deliverables

Situational analysis and UK delegation to MY

Deliverables and Outputs	**Description**	**Due Date**
Inception Report	Methodology, workplan, stakeholder engagement approach and timeline	31 Jan 2027

Stakeholder Map	Database of key UK and Malaysian GLAM institutions, networks and individuals	28 Feb 2027
Interim Findings Brief	Emerging opportunities, challenges and recommendations	31 Mar 2027
Situational Analysis (including Partnership Opportunities) Report	Comprehensive analysis of the UK and Malaysian GLAM sectors and recommendations for future UK-Malaysia collaborations	30 April 2027
UK Delegation Strategy and Stakeholder Engagement Plan	Proposed composition, rationale and engagement objectives and suggested meetings, site visits and networking opportunities during IAC 2027	31 May 2027
Planning and Delivery of UK delegation to MY and ICA programme	Programme planning of the delegation, open call/ selection of delegates. Manage invitations, stakeholders, meetings.	30 June 2027
UK delegation to MY and ICA 2027	Attend UK delegation and ICA conference and support British Council on delegates management	11 - 19/ 21 Oct 2027
Report on delegation to British Council and present final findings on future collaborations to stakeholders	Share project report with British Council and organise a call with all key stakeholders involved to discuss findings, reflections and future collaboration pathways	1 Dec 2027
M&E and financial reporting	Share Monitoring and evaluation and financial reports with BC	1 March 2028
Contract ends		31 March 2028

Final Report Requirements

The final report should include:

- Executive Summary
- Methodology
- Overview of the UK GLAM Sector
- Overview of the Malaysian GLAM Sector
- Comparative Analysis
- Stakeholder Mapping
- Collaboration Opportunities
- Challenges and Risks
- Recommendations
- UK Delegation Strategy
- Roadmap for Future Engagement

Duration

The consultancy is expected to take place over approximately **15 months**, allowing sufficient time for research, stakeholder engagement, partnership development and delegation planning.

Indicative period: **January 2027 - March 2028 according to workflow requirements/priorities.**

Consultant Profile

The Consultant should demonstrate:

Essential

- Extensive knowledge of the GLAM sector in Malaysia and with good knowledge of the UK sectors.
- Experience conducting sector research and situational analyses.
- Strong understanding of cultural heritage, archives, museums, libraries and galleries.
- Experience facilitating international partnerships and networks.
- Excellent stakeholder engagement and communication skills.
- Experience producing high-quality strategic reports.
- Experience engaging with national cultural institutions, archives, museums or heritage agencies.
- Demonstrating track record delivering international cultural sector research and partnership programmes.
- Understanding of UK funding and partnership structures relevant to the GLAM sector.

Desirable

- Existing networks within the UK GLAM sector.
- Experience in Southeast Asia and/or Malaysia.
- Experience supporting study visits, delegations or international exchange programmes.
- Familiarity with archives and heritage conferences and sector networks.
- Experience facilitating cross-country cultural delegations.

Reporting

The Consultant will report to the British Council Arts Malaysia team and will work closely with relevant British Council colleagues, UK partners and Malaysian stakeholders, and third-party marcomms agencies, throughout the assignment.

Success Indicators/ KPI

- Minimum of 60-80 UK and MY organisations mapped
- Minimum of 25 stakeholders' consultations
- Minimum of 190 priority UK-MY partnership opportunities identified
- Delegation representing at least three GLAM subsectors
- Post-delegation collaboration roadmap agreed by partners

8 Mandatory Requirements / Constraints

8.1 As part of your Proposal, 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. Failure to comply with any mandatory requirements or constraints shall entitle the British Council to reject a Proposal.

9 Key background documents

9.1 Further relevant background documents / information may be provided to potential suppliers as an Annex to this RFP and/or by way of the issue of additional documents / links to additional information / documents. Please view list of Annexes at the end of this document.

10 Timescales

10.1 Subject to any changes notified to potential suppliers by the British Council in accordance with the Proposal Conditions, the intended timescales applicable to this Procurement Process are:

Activity	**Date / time**
RFP Issued to bidding suppliers	06 November2026
Deadline for clarification questions (**Clarification Deadline**)	13 November2026
British Council to respond to clarification questions	18 November2026
Deadline for submission of Proposals by potential suppliers (**Response Deadline**)	27 November 26 – 11.59pm MY time
[Clarification]/[Negotiation] stage	30 November – 4 December
Final Decision	7 December 26
Contract concluded with winning supplier	9 December 26
Contract start date	10 December 26

11 Instructions for Responding

11.1 The documents that must be submitted to form your Proposal are listed at Part [2] (Submission Checklist) of Annex [2] (Supplier Proposal) to this RFP. All documents required as part of your Proposal should be submitted to the *British Council's e-Tendering portal hosted at https://tap.tcsapps.com/tap2/#/bc-supplier-registration (first time log in) or https://tap.tcsapps.com/tap2/#/login-supplier?tenant=BritishCouncil* by the Response Deadline, as set out in the Timescales section of this RFP.

11.2 The following requirements should be complied with when submitting your Proposal in response to this RFP:

- Please ensure that you send your submission in good time to prevent issues with technology – late Proposals may be rejected by the British Council.
- Do not submit any additional supporting documentation with your Proposal except where specifically requested to do so. 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 Proposal document, clearly labelled and cross-referenced to the Proposal as relevant.
- If you submit a generic policy / document you must indicate the page and paragraph reference that is relevant to a particular part of your Proposal.
- Unless otherwise stated as part of this RFP or its Annexes, all Proposals 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 Proposal.
- Any deliberate alteration of a British Council requirement as part of your Proposal will invalidate your Proposal 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 Proposal to the RFP requirements and pricing will be incorporated into the Contract, as appropriate.
- Artificial Intelligence (AI) tools can be used to assist in your bid writing process, however they may also introduce an increased risk of incorrect or misleading statements via 'hallucination'. Your submission should clearly identify any instances where AI or machine learning tools, including large language models, have been used to generate written content or support your bid submission.

12 Clarification Requests

12.1 All clarification requests should be submitted to *British Council's e-Tendering portal hosted at https://tap.tcsapps.com/tap2/#/bc-supplier-registration (first time log in) or https://tap.tcsapps.com/tap2/#/login-supplier?tenant=BritishCouncil* by the Clarification Deadline, as set out in the Timescales section of this RFP. The British Council is under no obligation to respond to clarification requests and will response if the question is appropriate and received before the Clarification Deadline.

12.2 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.

12.3 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.

12.4 The British Council may at any time request further information from potential suppliers to verify or clarify any aspects of their Proposal 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 Proposal may be rejected in full and you may be disqualified from this Procurement Process.

13 Evaluation Criteria

13.1 You will have your Proposal evaluated as set out below:

Stage 1: Proposals will be checked to ensure that they have been completed correctly and all necessary information has been provided. responses correctly completed with all relevant information being provided and all mandatory requirements as outlined in Section 8 met will proceed to Stage 2. Any Proposal not correctly completed in accordance with the requirements of this RFP and/or containing omissions may be rejected at this point. Where a Proposal is rejected at this point it will automatically be disqualified and will not be further evaluated.

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Stage 2: If a bidder succeeds in passing Stages 1 of the evaluation, then it will have its Proposal evaluated in accordance with the evaluation methodology set out below.

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

Criteria	Weighting
Social Value	10%
Quality	20%
Methodology and Approach	30%
Commercial	40%

13.3 Scoring Model – Proposals will be subject to an initial review at the start of Stage 2 of the evaluation process. Any Proposals not meeting mandatory requirements or constraints (if any) will be rejected in full at

this point and will not be assessed or scored further. Proposals not so rejected will be scored by an evaluation panel appointed by the British Council for all criteria other than Commercial using the following scoring model:

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

13.4 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, further information on this approach may be available in Annex 3. 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 Proposal at this point. The British Council may also reject any Proposal 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 procurement rules. A maximum offer score of 10 will be awarded to the Proposal offering the lowest "Overall Price". Other Proposals 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.

13.5 Moderation and application of weightings – The evaluation panel appointed for this Procurement Process will meet to agree and moderate scores for each award criteria. Final scores in terms of a percentage of the overall Proposal 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.

13.6 The Winning Proposal(s) - The winning Proposal shall be the Proposal 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)] obtained by the Authority relating to any self-certification or other requirements referred to at any time in this Procurement Process.

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