

**Museums Galleries Scotland
Invitation to Tender**

Evaluation of ICH Scotland – Protection through Connection
Project

Budget: £11,400 including VAT
Deadline for Tenders: Monday 19 May 2025 at noon



1. Communication

The point of contact for clarifications regarding this procurement exercise is:

Laura McDonald Contracts and Procurement Manager

Email: Procurement@museumsgalleriescotland.org.uk

Telephone: 0131 550 4146

2. Introduction

Museums Galleries Scotland (MGS) is the National Development Body for the Scottish museums sector, supporting over 450 museums and galleries through strategic investment, advice, advocacy, skills development and other means. Core funding is received from the Scottish Government. As well as receiving funding from the Scottish Government and other sources, MGS also operates as a grant-giving body, distributing funds directly to the museums and galleries sector.

Governance and structure

MGS is an independent registered charity governed by a Board of Trustees (charity number SC015593) and is also a private company limited by guarantee registered under company number SC074264. Although core funding is received from the Scottish Government, MGS is entirely independent.

3. Contract Summary

MGS is looking to appoint a contractor for the evaluation of its Protection through Connection project (the "Project"). Funded by the National Lottery Heritage Fund ("NLHF"), the Project is a pioneering effort to safeguard Scotland's intangible cultural heritage ("ICH") through community partnerships with museums and other cultural community organisations, such as archives, libraries and heritage centres. Following the UK's ratification of the 2003 UNESCO Convention on the Safeguarding of ICH, this Project is designed to foster community identity, preserve at-risk ICH practices, and develop a supportive infrastructure for ICH in Scotland. The independent evaluation of this Project will assess its effectiveness in building these partnerships, supporting ICH communities, and creating a sustainable model for the future safeguarding of ICH in Scotland.



4. Contract Specifics

Project activity commences in April 2025 and is due to be completed in March 2027. The NLHF funding is aimed at developing communities of ICH practitioners and producing an online resource hub for ICH in Scotland. The Project will offer five funded opportunities for ICH communities and heritage organisations to collaborate, with the aim of developing a comprehensive support system for ICH in Scotland. More details are provided at Appendix A.

The successful contractor will work with MGS to deliver a comprehensive evaluation which captures incidental impacts and corresponds to the original desired objectives of the Project, which are to:

- Safeguard five ICH elements in Scotland;
- Embed UNESCO ICH safeguarding techniques within these groups;
- Draw on these projects to inform a wider integrated national infrastructure for ICH support in Scotland;
- Co-create a mechanism for monitoring, assessing and preserving at-risk ICH in Scotland; and
- Create guidance and legacy materials informed by projects; these will form part of a redeveloped online resource hub for ICH in Scotland (dovetailing with UK wide ICH Inventory).

Within these parameters, the evaluation should specifically assess the following:

- **Effectiveness of Partnerships:** Assess the outcomes of each of the five museum-community partnerships in promoting and safeguarding ICH practices. This includes examining the quality of collaborative activities and the impacts on community identity and engagement. Working directly with the partnerships the evaluator will assess the impact of each funded opportunity, analysing how the funding has impacted their ICH practice and whether their ICH is in a better position because of this participation.
- 2. **Support for ICH Communities:** Evaluate the resources provided to ICH practitioner communities, including advisory support, training, and access to funding. Determine the extent to which these resources contributed to the preservation and transmission of cultural heritage; did the communities get the support they needed to develop their ICH beyond the funding and what, if anything, was missing?
- 3. **Impact on how ICH is supported in Scotland:** Measure the Project's contribution to establishing a coherent framework for ICH safeguarding in



Scotland, focusing on the creation of an inventory, data collection on ICH health, and the integration of ICH with museum collections. Are the relevant ICH-supporting organisations aware of how to safeguard ICH?

4. **Sustainability and Legacy:** Analyse the Project's legacy and the sustainability of the support infrastructure it has initiated, including the effectiveness of tools developed (e.g., case studies, online resource hub) and partnerships formed. Is the Project infrastructure useful in its current form to ICH practitioners beyond the Project? What further work is needed?

MGS envisages the evaluation being carried out through the adoption of a mixed-method approach, incorporating qualitative and quantitative data sources. Although happy to be led by the successful contractor, MGS has identified the following key methods:

- **Stakeholder Interviews:** Conduct semi-structured interviews with key stakeholders, including ICH community representatives, museum partners, and advisory group members. Focus areas include partnership experiences, the perceived value of the Project, and suggestions for improvement.
- **Surveys and Questionnaires:** Develop targeted surveys for community participants, museum staff, and Project team members to capture feedback on the collaboration process, satisfaction with resources, and perceived Project impact.
- **Case Studies:** Create case studies of the five partnerships, detailing Project activities, outcomes, and community impacts. Case studies will highlight successful models for museum-community collaboration and document any unique challenges encountered.
- **Site Visits and Observations:** Where possible, observe partnership activities at museum sites and community events to evaluate engagement and capture real-time feedback from participants.
- **Document and Data Review:** Analyse Project documentation, meeting notes, reports, and other materials generated during the project. Review visitor and participant metrics to assess engagement and reach.
- **Outcome Analysis:** Map Project outcomes against stated objectives to evaluate the effectiveness of safeguarding initiatives, support mechanisms, and infrastructure developments.



The successful contractor will be expected to produce the following (key dates are provided at section 7 below):

1. Inception Report: A detailed work plan outlining methodology, interview questions, and timeline for the evaluation process.
2. Interim Report: Mid-Project update summarising preliminary findings and any necessary adjustments to the evaluation plan.
3. Case Studies: Comprehensive case studies on each of the five partnerships, detailing activities, outcomes, challenges, and lessons learned.
4. Final Evaluation Report: A comprehensive report summarising the evaluation findings, including a detailed analysis of Project outcomes, key insights, and actionable recommendations for future projects.
5. Presentation of Findings: An online presentation summarising key findings and recommendations to project stakeholders and ICH partners.

It is anticipated that the successful evaluator will meet with MGS approximately eight times (approximately once a quarter) over the period of the contract. These meetings will be held online and will provide opportunities to discuss evaluation development and reporting.

MGS particularly welcomes submissions from individuals and organisations with:-

- Extensive experience in evaluating community-based heritage projects, particularly involving cultural heritage preservation and museum partnerships;
- Strong qualitative and quantitative research skills, with the ability to analyse community engagement and Project impact;
- Knowledge of the UNESCO ICH safeguarding framework and experience in working with ICH practitioner communities; and
- Capacity to provide culturally sensitive and community-focused evaluations, ideally with experience in Scottish cultural heritage projects.

Anti-racism, sustainability and fair work practices

Proposals must include a note on how you or your organisation demonstrate(s) a commitment to anti-racism, anti-ableism, sustainability, and fair work practices. MGS does not expect all tendering individuals or organisations to have a comprehensive suite of policies or procedures in place, but rather is interested in hearing how you are committed to embedding and developing knowledge and practice in these areas.



Anti-racist practices

MGS is an anti-racist organisation and is committed to challenging racism within its practices, policies, processes and community. This goes beyond the statutory obligations imposed by the Equality Act 2010. MGS chooses to not only embed anti-racist practices but to seek ways to continually improve and develop knowledge and understanding in this area amongst staff and the wider community.

MGS is committed to ensuring that it provides an anti-racist environment for all staff and contractors, and expects that all individuals and organisations working on MGS projects will mirror this commitment. Some of the ways in which organisations and individuals can demonstrate a commitment to being anti-racist could include: committing to addressing racial inequality by improving opportunities and access to services and employment; not tolerating racist behaviour and calling out such behaviour; attending or providing staff training on anti-racist practices; and ensuring that staff have a safe environment to report racist behaviour.

Anti-ableist practices

MGS strives to be an anti-ableist organisation and is committed to challenging ableism within its practices, processes and community. This goes beyond the statutory obligations imposed by the Equality Act 2010. MGS is committed to learning how to provide an anti-ableist environment for staff and contractors and expects that all individuals and organisations working on MGS projects will mirror this commitment. Some of the ways in which MGS is aiming to provide this environment is through: addressing accessibility issues by improving opportunities and access to services and employment; not tolerating ableist behaviour and calling out such behaviour, and ensuring that staff have a safe environment to report ableist behaviour.

Fair work practices

MGS's policies and approach support the development of a positive, inclusive organisational culture where all staff are respected in the workplace, as well as having an effective voice, security of work, and access to opportunities and progression. MGS holds Living Wage and *Investors in People* accreditations and is a Disability Confident Employer. MGS is also part of Young Person's Guarantee, APT (a partnership working to reduce the disability employment gap) and has signed up to the Scottish Business Pledge.

MGS expects contractors to demonstrate a commitment to fair working practices, which may include: fair pay and working hours, skills and training provision; protection of vulnerable groups; flexible work policies; avoidance of exploitative practices, and the



provision of support to staff in their work, wellbeing and life balance. Tenderers should demonstrate how inclusion is considered across these areas.

Sustainability and climate

MGS is taking action to embed and improve organisational environmental sustainability, as well as supporting sector-wide climate action. MGS provides funding support for greener alternatives and approaches to capital projects and building management, works with sector experts to share best practice to operate greener museums and measure environmental impact, and promotes the role of the sector in engaging the public through education and action in response to the Climate Emergency.

As part of its role in tackling climate issues, MGS expects contractors to demonstrate a commitment to improving and embedding sustainable practices. MGS has committed to lowering its own organisational carbon footprint and will be looking for contractors who can support this as the organisation looks to lower its emissions, including through the provision of services and goods. Issues MGS will consider through procurement practices include whole of life impact, origin of materials, operating costs and end-of-life options.

Some practical ways organisations and individuals can demonstrate a commitment to sustainability and sustainable practices are: working with recycled/recyclable materials, using sustainable practices during whole of service operations; reducing waste produced; using renewable energy or suppliers; adhering to sustainability certifications or accreditations, and broadly seek to minimise any environmental damage, including offsetting any emissions produced during normal operations.

5. Requests for Clarification

Any requests for clarification or information must be received no later than **Wednesday 14 May 2025 at 5pm.**

All requests should be sent electronically to
Procurement@museumsgalleriesscotland.org.uk.

Other than where a request has been highlighted as commercially sensitive and MGS agrees with this interpretation, responses to such requests will be circulated for the benefit of all participating tenderers.

6. Tender Process

Although this tender opportunity will be published on Public Contracts Scotland (PCS) for registered users to view, it is not necessary to register with or use PCS in order to tender your proposal as these should be sent by email directly to MGS. If you are appointed as the successful contractor but are not currently registered on PCS, you will be required to



register free of charge in order for the appointment to be confirmed. Guidance is available on the PCS website at [Information & Support - Public Contracts Scotland](#).

Tenders should be submitted electronically to Procurement@museumsgalleriesscotland.org.uk. The deadline for submissions is **Monday 19 May 2025 at noon**.

Please ensure that the certificates at Appendix B are completed and submitted along with the tender proposal. The main body of the tender document should be no more than 10 pages (10 pages total, not 10 double-sided pages) excluding appendices.

It is the responsibility of all tenderers to ensure that their response is submitted no later than the appointed time. MGS undertakes not to consider tenders received after that time.

Only a limited number of tenderers will be invited to interview and the submission of a tender should not be taken as a guarantee of inclusion on this shortlist. Inclusion on the shortlist will be based on the first five requirements on the scoring framework outlined below. The final tender appointment will be based on all six scoring framework requirements, including the interview and proposal presentation.

Interviews will be held on Monday 2 and Tuesday 3 June 2025 via Microsoft Teams; all tendering individuals and organisations must endeavour to be available for interview on one of those dates.

When the final decision on the results of the tender analysis has been made, all tenderers (whether or not they have been successful) will be informed, in writing, of the decision in relation to the contract award. MGS will then provide scoring information to unsuccessful tenderers within a reasonable time.

7. Timescales, Communication and Budget

MGS expects close liaison throughout the contract period. Details will be agreed at the inception meeting.

All project costs must come within the budget agreed on commissioning. Please note that the budget of £11,400 including VAT is for the entire contract period, not an annual fee. This budget covers research, travel, stakeholder engagement, data collection, analysis and reporting. An invoicing schedule will be agreed at inception. Although some flexibility will be permitted, the timescales are as set out below.



Task	Date
Deadline for clarification on tender process	14 May 2025 at 5pm
Deadline for tender submissions	19 May 2025 at noon
Notification of invitees for tender interviews/presentations	By 23 May 2025
Interviews/presentations for selected tenders	2 and 3 June 2025
Notification of appointment decision	By 6 June 2025
Inception meeting	w/c 9 June 2025
Deadline for inception report	7 July 2025
Deadline for interim report	30 June 2026
Deadline for case studies	December 2026
Deadline for final report	March 2027
Presentation of report to stakeholders and ICH partners	March 2027

Continues/



8. Method of Evaluation and Scoring

The weighting and scoring matrix used for assessment will be as follows:

Criterion	Details	Score	Weighting
Understanding of MGS requirements	Interpretation of the brief	0-5	15%
Appropriate evaluation and reporting methods	Well-considered approach to information gathering, analysis and reporting	0-5	25%
Experience of delivery	Please provide details of relevant work with previous clients. Proposals should clearly demonstrate how that experience qualifies the tendering individual or organisation to carry out this work.	0-5	15%
Price	A fee proposal should be included in all submissions. As an organisation with charitable status, competitive pricing is important to MGS.	0-5	10%
The Team and organisational abilities	Please set out responsibility for tasks and how you or your organisation would manage to ensure this project is delivered on time, on budget and meeting the outputs and outcomes of the ITT (enclose team's CVs in appendix, no more than two pages per CV). Please outline potential risks to successful completion of the project taking account of the scope of work and timetable specified. The risk assessment should outline strategies to tackle potential risks, general contingency arrangements as appropriate.	0-5	10%
Interviews/presentations	This will consist of a 10-minute prepared presentation followed by approximately 30 minutes of discussion and questions. The final contract will be awarded accordingly following the interviews/presentations.	0-5	25%



Presentation & Interview

A select number of tenderers will be invited to present to a panel consisting of members of MGS. This will consist of a 10-minute prepared presentation followed by approximately 30 minutes of discussion and questions. Interviews will take place online via Teams.

Scoring matrix

Tender proposals and interviews will be assessed according to the following matrix:

Score	Category	Description
1	Poor	Little evidence of positive indicators. Mostly negative indicators, many decisive
2	Areas for Concern	Limited number of positive indicators. Many negative indicators, one or more decisive
3	Satisfactory	Satisfactory display of positive indicators. Some negative indicators but none decisive
4	Good	Good display of positive indicators
5	Excellent	Strong display of positive indicators

9. Data Protection

Any information provided by tenderers which constitutes Personal Data as defined by the Data Protection Act 2018 will be processed in accordance with MGS's privacy policy.¹

¹ [Museums Galleries Scotland | Privacy Policy](#)



Appendix A

Project summary

The Protection through Connection project is being delivered by a partnership consisting of MGS, Traditional Arts & Culture Scotland (TRACS) and Historic Environment Scotland (HES). MGS will act as lead partner lead participant to lead overall project management, procurement, coordination and financial administration.

The two-year project will distribute funds from an NLHF grant to five ICH communities or tradition bearers of a specific ICH element. These groups will be partnered with five corresponding heritage / arts / community organisations ('heritage organisations'), which we broadly define as museums, galleries, heritage centres, community development trusts, archives/libraries, community centres or similar organisations. They will help the ICH community to research, document, preserve, promote, pass on skills, educate the public/wider community and revitalize the ICH practice. Prior to receiving applications, MGS envisages completing an EOI/Promotion Phase (March – June 2025) where the dedicated Project Officer would speak to various interested ICH communities and heritage organisations offering advice on their applications. An ICH community might apply with a partner heritage organisation in mind; but if no prior relationship with heritage organisation exists, this will be facilitated.

Networking workshops for successful applicants will take place in August 2025, with further meetings throughout September and November 2025. The nature of the projects will be ICH community/heritage organisation led, but MGS has planned six structured contact time sessions between the ICH Community and Heritage Organisation, with support from the ICH Partnership, that will encourage participants to apply the following seven UNESCO Principles of Safeguarding to their practice:

1) Identification, 2) Research/documentation, 3) Preservation/Protection, 4) Promotion/Enhancement, 5) Transmission, 6) Education, 7) Revitalization

A key aspect of this project is to understand how the Intangible Cultural Heritage Convention² can be implemented in the real world; to that end, TRACS will run training sessions (December 2025) relating to safeguarding principles above, perhaps focusing upon ethnology/fieldwork skills for collecting/recording ICH, as well as performance and transmission of skills to the next generation. As part of their commitment to the project HES will run a training session (Feb 2026), enabling ICH Community groups in this project

² [Text of the Convention for the Safeguarding of the Intangible Cultural Heritage - intangible heritage - Culture Sector - UNESCO](#)



to have unprecedented access to their Technical Education and Training Team via face-to-face and online training workshops (where applicable), as well as their training facilities.

Within these contexts, the ICH community might choose to research their own ICH, or work with the heritage organisation to put on a performance or exhibition. ICH Communities might use the opportunity to network at a local authority level, to gain strategic insight or opportunities for cultural partnership, all of this will be supported the Heritage Organisation, ICH Project Officer and Partnership. However, central to the project is safeguarding the ICH Community's own cultural heritage – raising awareness of it, creating moments for transmission, and widening its appeal to ensure sustainability and safeguarding.

The partnerships will generate Legacy Materials, notably a co-created a mechanism for assessing, monitoring and preserving at-risk ICH in Scotland which will be deployed in future implementation of ICHC in Scotland in years to come. The resources produced will also signpost other ICH communities to support after the project ends – these will be part of a fully revamped ICHScotland.org website. MGS also plans to hold a conference in November 2026 to share cross-sector knowledge arising from this project.



*****PLEASE COMPLETE ALL CERTIFICATES AND DECLARATIONS AS PART OF
YOUR SUBMISSION*****

INVITATION TO TENDER FOR Evaluation of Protection through Connection

Name of Tenderer	
Registered Address/ Principal Place of Business	
Registered Number, if applicable	
Contact Name for enquiries related to your tender response	
Contact's position	
Contact's email address	
Contact's landline telephone number	
Contact's mobile telephone number	

Having examined the Invitation to Tender (ITT), and being fully satisfied in all respects with the requirements of the ITT (including all instructions and terms and conditions set out therein), I hereby submit this tender response. If this tender response is accepted I understand and accept that I and the tendering organisation will enter into a legally binding contract within 5 days of being called upon to do so.

I confirm that I and the tendering organisation agree to comply with the provisions relating to confidentiality set out in the ITT.

Continues/

I hereby warrant that to the best of my knowledge and belief:



- the information provided in this tender response is accurate and is not false or misleading, and that if there is any change in circumstances which may impact this statement, I shall promptly notify MGS in writing, setting out the relevant details in full; and
- that there are no potential or actual conflicts of interest that would prevent the tenderer acting for MGS in relation to any aspect of the Requirement.

This Tender Response shall remain open for acceptance by MGS for a period of 180 days after the due date for return of tender responses specified in the ITT.

I warrant that I have all the requisite corporate authority to sign this tender response.

Signed for and on behalf of the above-named Tenderer:

Signature _____

Position _____

Date _____

Continues/



NON-COLLUSION CERTIFICATE

Name of Tendering Organisation: _____

1. I warrant this is a bona fide tender response, intended to be competitive and that we have not fixed or adjusted the amount or content of the tender response or the rates and prices quoted by or under or in accordance with any agreement or arrangement with any other party.
2. I also confirm that we have not and that we will not at any time commit or undertake any of the following acts:
 - 2.1. communicate to a party other than MGS the amount or approximate amount of my/our proposed tender response (other than in confidence in order to obtain quotations necessary for the preparation of the tender response and/or insurance);
 - 2.2. enter into any agreement or arrangement with any other party that he shall refrain from tendering or as to the amount of any tender response to be submitted;
 - 2.3. offer or agree to pay or give any sum of money inducement or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused any act or omission to be done in relation to any other tender or the proposed tender response; or
 - 2.4. otherwise entered into any agreement or arrangement with another party in relation to any aspect of any tender response submitted.

Continues/



3. In this Schedule:

3.1. the word "person" includes any person, body or association, corporate or incorporate; and

3.2. the phrase "any agreement or arrangement" includes any transaction, formal or informal whether legally binding or not.

4. I warrant that I have all the requisite corporate authority to sign this certificate.

Signed for and on behalf of the above-named tenderer:

Signature _____

Position _____

Date _____

Continues/



NON-CANVASSING CERTIFICATE

Name of Tendering Organisation: _____

1. I hereby confirm that we have not canvassed any member, officer, employee, or agent of MGS in connection with the award of the Contract and that no person employed by us or acting on our behalf has done any such act.
2. I hereby undertake that we will not prior to the conclusion of the appointment process canvass or solicit any member, employee, agent of MGS in connection with the award of the Contract and that no person employed by us or acting on our behalf will do any such act.
3. I warrant that I have all the requisite corporate authority to sign this Certificate.

Signed for and on behalf of the above-named Tenderer:

Signature _____

Position _____

Date _____

Continues/



REAL LIVING WAGE DECLARATION

Name of Tendering Organisation: _____

I hereby confirm that this Tendering Organisation is an accredited Real Living Wage Employer – **YES/NO**

If NO, please confirm the following:

I hereby confirm that this Tendering Organisation pays the Real Living Wage to all directly employed staff – **YES/NO**

I warrant that I have all the requisite corporate authority to sign this Certificate.

Signed for and on behalf of the above-named Tenderer:

Signature _____

Position _____

Date _____

