BRITISH COUNCIL

Request for Proposal (RFP)

For: RFP - RW64EDU102026 - Baseline study on UK TNE in TVET: Market Trends and Insights in Pakistan

Date: 3 November 2026

1 Overview of the British Council

We support peace and prosperity by building connections, understanding and trust between people in the UK and countries worldwide.

We uniquely combine the UK's deep expertise in arts and culture, education and the English language, our global presence and relationships in over 100 countries, our unparalleled access to young people, creatives and educators, and our own creative sparkle.

We work directly with individuals to help them gain the skills, confidence and connections to transform their lives and shape a better world in partnership with the UK. We support them to build networks and explore creative ideas, to learn English, to get a high-quality education and to gain internationally recognised qualifications.

We work with governments and our partners in the education, English language and cultural sectors, in the UK and globally. Working together we make a bigger difference, creating benefit for millions of people all over the world

We take a long-term approach to building trust and remain at arm's length from government. We work with people in over 200 countries and territories and are on the ground in more than 100 countries. In 2022–23 we reached 600 million people

2 Introduction and Background to the Project / Programme

2.1 The British Council's is the UK's international cultural relations organisation, and our work includes work in building international partnerships with the UK through the Going Global Partnerships programme. Going Global Partnerships supports universities, colleges and wider education stakeholders around the world to work together towards stronger, equitable, more inclusive and internationally connected higher education, science and TVET.

Through international partnerships, system collaborations and opportunities to connect and share, we enable stronger transnational education, more collaborative research, higher quality delivery, enhanced learner outcomes and stronger, internationalized, equitable and inclusive systems and institutions.

We help to strengthen higher education and TVET in five core areas:

- Enabling research – supporting research, knowledge and innovation collaborations to address local and global challenges and promote inclusive growth.
- Internationalizing higher education and TVET – supporting systems, institutions and individuals to benefit from internationalization, including enabling transnational education and system alignment.
- Strengthening systems and institutions – improving the quality and efficiency of higher education and TVET institutions and systems.
- Enhancing learner outcomes – addressing the qualities of the global graduate, including soft skills, employability and community outcomes.
- Increasing equality, diversity and inclusion – making higher education and TVET more accessible, equitable and accountable.

The British Council's Going Global Partnerships (GGP) programme supports international partnerships across the higher education (HE) and technical and vocational education and training (TVET) sectors, connecting UK institutions with partners globally to strengthen collaboration, skills development and internationalisation. Within this work, the British Council has developed a Transnational Education (TNE) strategy, primarily focused on higher education, which seeks to support sustainable, mutually beneficial and demand-led models of international education and partnership. Through this study, we are interested in exploring how the principles and approaches underpinning this TNE strategy could inform opportunities for greater UK engagement with Pakistan's TVET sector, identifying potential models, partnerships and pathways that are relevant to the Pakistani context and aligned with the needs of both UK and Pakistani stakeholders.

Pakistan has a large and evolving Technical and Vocational Education and Training (TVET) sector, supported by a range of public and private institutions, industry stakeholders, development partners, and regulatory bodies. At the same time, changing labour market requirements, youth demographics, technological developments, international mobility, and demand for industry-relevant skills are creating new opportunities for international collaboration.

The **British Council's** **Transnational Education (TNE) Strategy 2025–27** aims to position the UK as a global partner of choice for TNE by supporting the growth and diversification of UK transnational education, strengthening its reputation for quality, developing long-term strategic partnerships, and ensuring benefits for students and partner countries. The strategy is built around five principles—high quality, strategic, partnership-led, student-centric and inclusive—and focuses on impact at three levels: countries, institutions, and students/alumni. It is delivered through four key actions: improving data and market intelligence, promoting the quality and reputation of UK TNE, informing policy and supporting growth, and demonstrating TNE's contribution to sustainable development.

The **British Council's 2025 report, Global Skills Partnerships: Exploring Transnational Education in TVET**, examines the emerging role of Transnational Education (TNE) in technical and vocational education and training, an area that remains less developed and researched than TNE in higher education. The research identifies a range of TNE models, including **franchise, bespoke and joint programmes, hybrid staffing, and blended or intensive delivery**, with applications across areas such as hospitality, engineering, aviation, construction and green skills. It highlights significant benefits including **capacity building, improved teaching practices, internationalisation, employability, skills development and potential policy reform**, while also identifying challenges such as funding, regulatory complexity, political risks and staffing constraints. The report concludes that TNE presents a significant opportunity for UK FE/TVET institutions to contribute to global skills development through **long-term, mutually beneficial partnerships**, provided that programmes are appropriately contextualised, adequately funded and supported by enabling policy and regulatory environments.

To support the **UK International Education Strategy 2026–2030**, the **UK Skills Partnership (UKSP)** developed the **"Skills, Workforce Development & Vocational Education Action Plan"**, The Action Plan highlights the UK TVET sectors priorities and strengths for engaging internationally. It outlines the system-level expertise of key UK partners, including **qualifications, occupational standards, assessment, curriculum design, trainer development and workforce reform**. The plan also identifies key barriers such as partner identification, qualification recognition, and institutional delivery capacity that is relevant to this research.

The promotion of internationally recognised qualifications and skills certification for Pakistani workers aligns closely with the objectives of URAAN Pakistan, particularly its Equity & Empowerment pillar and broader human capital development and export-led growth agenda. URAAN Pakistan identifies TVET reforms, international partnerships for skills development, and improved workforce capabilities as key policy interventions.

The Government of Pakistan's National Emigration and Welfare Policy 2026 provides a more specific policy basis for aligning vocational curricula with international standards and strengthening the recognition of qualifications and skills. Additionally, Migrant Resource Centres (MRCs), operating under the auspices of the Ministry of Overseas Pakistanis and Human Resource Development (MOPHRD) and the Labour and Human Resource Department (L&HRD), Punjab, offer insights into labour migration trends, including sustained emigration to Gulf countries.

Together, these policy priorities and trends provide a strategic rationale for developing internationally benchmarked qualifications and certification pathways to enhance Pakistani workers' access to overseas employment opportunities.

2.2 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 services will be required in across Pakistan.

3.1.3 Duration: 8 months with an option for an extension for up to an additional 3 month based on performance.

3.1.4 Contractual terms: As set out at Annex 1 Terms and Conditions of Contract ("**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 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&langCd=en (existing supplier registered) / moiz.khalid@britishcouncil.org 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 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 Amna.Nadeem@britishcouncil.org.pk

7 Specification

This study will examine the current and emerging market for UK TNE within Pakistan's TVET sector. It will assess demand, priority skills areas, institutional and partnership opportunities, regulatory and policy considerations, and the competitive landscape. The study will also consider relevant international comparators and case studies to identify lessons that could inform UK engagement in Pakistan.

The findings will provide an evidence base to support strategic planning, market engagement, sustainable partnerships, and the development of future UK TNE programmes and collaborations in Pakistan's TVET sector.

The study will:

- assess the current size, structure, characteristics, and direction of the Pakistan TVET TNE market
- identify current and emerging demand for international and UK-linked TVET provision;
- identify priority skills domains, occupations, and sectors with potential for UK–Pakistan collaboration
- assess potential institutional partners and partnership opportunities
- examine viable and scalable TNE delivery and partnership models
- analyse the regulatory, policy, institutional, and systemic environment affecting TNE
- assess the competitive landscape, including relevant international providers and models
- identify lessons from comparable international markets
- assess key market-entry risks, barriers, and constraints for UK providers
- develop practical recommendations and potential entry points for future UK engagement

The research will pursue the following objectives:

Objective 1: Assess market demand and trends

The research should identify current and emerging demand for international TVET qualifications and programmes for employment in Pakistan and overseas. Demand for UK qualifications, curricula, accreditation, assessment, quality assurance, and training models;

- key drivers of demand
- barriers affecting demand and uptake
- potential learner and institutional segments
- geographic variations in demand; and
- areas where demand is expected to grow over the medium term.

Objective 2: Identify priority skills and occupational opportunities

The assessment should consider areas including, but not limited to:

- digital and ICT skills;
- engineering and advanced manufacturing;
- construction and infrastructure;
- energy and renewable energy;
- health and social care;
- hospitality and tourism;
- agriculture and agri-tech;
- logistics and supply chain;
- business and financial services;
- green skills and sustainability; and
- emerging technology-enabled occupations.

Objective 3: Assess partnership and delivery models

Examine existing and potential models for UK–Pakistan TNE collaboration within TVET and assess their feasibility, scalability, sustainability, and commercial viability.

Models may include:

- franchising and validated provision
- joint programmes and collaborative delivery
- dual or co-branded qualifications
- international accreditation and certification
- blended and online learning
- train-the-trainer models
- institutional capacity-building
- centres of excellence
- articulation and progression pathways
- partnerships involving government, development agencies, employers, and education providers.

Objective 4: Analyse the regulatory and policy environment

This should include consideration of:

- national and provincial TVET governance arrangements
- relevant regulatory and accreditation bodies
- qualification frameworks
- registration and approval requirements
- international qualification recognition
- quality-assurance requirements
- foreign-provider and partnership requirements
- relevant education and skills policies
- institutional autonomy and decision-making processes
- policy developments that could affect future TNE opportunities.

Objective 5: Assess the competitive landscape

The research should identify:

- existing international providers and partnerships
- countries and education systems currently active in the market
- relevant qualifications and programme

- institutional partnership models
- pricing and commercial approaches, where information is available
- areas of market concentration and potential gaps
- competitive advantages and limitations of UK provision
- areas where UK providers may be able to differentiate their offer.

Objective 6: Benchmark Pakistan against comparable markets

The benchmarking should examine:

- market structure and demand
- regulatory environment
- partnership and delivery models
- skills priorities
- international provider presence
- barriers to entry
- successful examples of TNE collaboration
- transferable lessons for the Pakistan context.

Objective 7: Identify risks, barriers, and strategic entry points

These may include:

- regulatory and policy risks;
- migration and international labour markets;
- institutional capacity;
- quality-assurance challenges;
- market and financial risks;
- affordability and learner demand;
- competition;
- partner-selection risks;
- reputational considerations;
- operational and delivery challenges; and
- sustainability of partnership arrangements.

Key Research Questions

The study should answer the following overarching research questions:

1. What are the current and emerging demand trends, both domestic and international labour markets, for UK TNE within Pakistan's TVET sector, and where are the highest-growth opportunity areas?
2. Which priority skills domains, sectors, and occupational pathways present the strongest potential for UK–Pakistan collaboration, based on current and anticipated labour market needs?
3. Which partnership and delivery models are most viable, scalable, and sustainable within Pakistan's institutional, commercial, and regulatory context?
4. What regulatory, policy, institutional, and systemic factors enable or constrain the effective delivery and sustainability of TNE within the TVET sector?
5. How does Pakistan's TVET TNE landscape compare with selected international markets, and what lessons can be drawn from relevant international case studies?
6. What are the principal risks, barriers, and market constraints for UK providers seeking to engage with Pakistan's TVET sector?
7. What practical market-entry opportunities, partnership approaches, and strategic interventions could enable UK providers to establish sustainable and competitive engagement in Pakistan?

Expected Outputs and Deliverables

The research team is expected to produce the following outputs:

Deliverable 1: Inception Report

An inception report setting out:

- refined research questions
- proposed methodology
- research framework
- stakeholder engagement plan
- proposed comparator markets
- data sources
- analytical framework
- data collection tools and instruments, including draft stakeholder interview guides, survey questionnaires and other relevant tools for primary data collection, as applicable to the proposed methodology
- detailed workplan.

Deliverable 2: Market and Stakeholder Mapping

A structured market map covering:

- key TVET institutions;
- regulatory stakeholders;
- priority skills sectors;
- existing TNE activity;
- international competitors;
- potential UK partners; and
- relevant industry stakeholders.

Deliverable 3: Interim Findings

A presentation or briefing summarising emerging findings from desk research and stakeholder consultations, including any significant market opportunities or evidence gaps.

Deliverable 4: Final Research Report

A comprehensive report covering:

- Executive summary
- Pakistan TVET sector overview
- Current TNE market and demand trends
- Labour market and priority skills analysis
- UK TNE landscape and competitive environment
- Institutional and partnership landscape
- Regulatory and policy environment
- TNE partnership and delivery models
- International comparator markets and case studies
- Market opportunities and growth areas
- Risks, barriers, and market constraints
- Strategic implications for UK providers

- Potential market-entry and partnership approaches
- Conclusions and recommendations

Deliverable 5: Strategic Opportunity Framework

A concise framework identifying potential UK TNE opportunities, including:

- priority sectors and occupations;
- target institution types;
- potential partnership models;
- enabling conditions;
- market-entry considerations;
- key risks and mitigation measures; and
- potential next steps.

Deliverable 6: Presentation of Findings

A presentation of the research findings to the commissioning organisation and relevant stakeholders, supported by a PowerPoint slide deck summarising the key findings, market opportunities, strategic implications, conclusions and recommendations. The presentation will include an opportunity to discuss the findings, implications and potential next steps.

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	3 November 2026
Deadline for clarification questions (**Clarification Deadline**)	9 November 2026
British Council to respond to clarification questions	11 November 2026
Deadline for submission of Proposals by potential suppliers	19 November 2026

(**Response Deadline**)	
Evaluation, Clarification/Negotiation stage	Tentative 20 Nov to 27 Nov 2026
Final Decision	Tentative 1 December 2026
Contract concluded with winning supplier	Tentative 4 December 2026
Contract start date	Tentative 7 December 2026

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&langCd=en (existing supplier registered) / moiz.khalid@britishcouncil.org 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.

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&langCd=en (existing supplier registered) / moiz.khalid@britishcouncil.org 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
Relevance and Quality	30%
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 Proposal

Annex 3 – Pricing Approach