

# Call for Experts

## Summary

The Politics and Governance Centre of Expertise is seeking a team of governance experts to support the British High Commission Islamabad (BHC) to embed politically-informed approaches across their policy and portfolio activities.

## Overview

Westminster Foundation for Democracy (“**WFD**”) is the UK public body dedicated to supporting democracy around the world. Operating internationally, WFD works with parliaments, political parties, and civil society groups as well as on elections to help make political systems fairer, more inclusive and more accountable.

We are a problem-solving, practitioner-led organisation that offers:

- Specialist analysis, research, and advice to inform policy makers on a range of democratic governance issues;
- High quality and impactful programmes that directly support the full spectrum of institutions in political systems to develop inclusive political processes, more accountable political systems, protection of rights and freedoms, and more pluralistic societies; and
- International elections observation on behalf of the UK.

The Politics and Governance Centre of Expertise (CoE) provides information, resources, technical support, and policy-relevant analysis to help British Embassies and High Commissions to understand the local political context and advance the UK’s strategic priorities in ways that strengthen freedom and democratic resilience. WFD is the primary partner delivering CoE services alongside FCDO’s Development and Open Societies Directorate (DOSD). WFD is issuing this call for experts on behalf of the Politics and Governance Centre of Expertise.

## Aim of this Invitation to Tender

WFD is issuing this Call for Experts (“**Call**”) to a range of potential experts and we would welcome a **proposal** from your organisation. This Call constitutes an Invitation to Tender.

We are looking to procure a team of governance experts to provide ongoing support to BHC Islamabad between November 2025 and December 2026. The team should consist of a mix of international consultants with experience delivering ‘Thinking and Working Politically’ (TWP) approaches in multiple contexts and knowledge of FCDO, and local experts who bring a deep understanding of Pakistan’s political environment and actors.

The international experts will participate in up to 6 visits to Pakistan over the course of 14 months, in addition to providing ongoing remote support. The local experts will provide in-country assistance throughout this period. Support from the team will be delivered across four levels to: support Goal Teams delivering programmes and influencing policy around priority themes of economic growth, climate change and human development; ensure

geographic coherence across focus Provinces of Punjab, Khyber Pakhtunkhwa and Sindh; advise the senior management team as they shape the BHC portfolio and country strategy; and advance a learning agenda on the impact of this model of support to the FCDO.

The team will:

- a) conduct desk reviews of team and programme documents (including goal strategies, business cases, PEAs etc.);
- b) facilitate workshops with Goal Teams and senior managers to help embed TWP principles into teams' strategies and to develop/refine the portfolio Theory of Change;
- c) conduct research and analysis to fill knowledge gaps as required (including political economy analysis and power mapping);
- d) deliver strategic advisory support to goal teams and the Development Director on programme design and delivery, influencing strategies, and the overall effectiveness of BHC development assistance; and
- e) provide tailored training material for BHC staff on TWP and PEA approaches, alongside 'shoulder-to-shoulder' coaching and mentoring to programme staff.

## Proposal submission

All proposals should be submitted by 23:59 (UK time) on Tuesday 7 October in writing, must comply with the requirements of this Call, and must include the information requested in the Proposal Requirements below.

The proposal should be sent electronically and addressed to: Chinelo Eze, Commercial Manager, at [procurement@wfd.org](mailto:procurement@wfd.org)

The same email address should be used for any questions related to this Call.

By submitting a bid, you agree to comply with WFD's standard terms and conditions for tendering and key policies, which are found [here](#), and WFD's [Code of Conduct](#).

## Terms of Reference

### Background and Objective

The UK's bilateral relationship with Pakistan is vital for advancing key national interests on development, security, migration and trade, backed by a substantial ODA portfolio. BHC Islamabad is looking to develop diplomatic and programming approaches that focus on the underlying political drivers of poverty reduction and development. A transitional one-year Country Business Plan has been agreed whilst the mission designs its portfolio strategy for the next 3-4 year planning cycle, including ambitious goals on economic growth, climate and nature, and human capital.

The High Commission is seeking to embed TWP principles and approaches more explicitly across the full spectrum of its activities, from policy influencing to programming. This will require engagement with, and support to, the teams responsible for realising the goals on growth, climate and human capital, integrating deep analysis of a complex political context new ways of working. However, some external expertise and challenge, and in particular skilled facilitation, will be necessary to make rapid progress in ways that build on existing priorities and work done by teams across the BHC.

**Objective:** The objective of this project is to more deeply embed politically-informed approaches across policy and portfolio activities inside the British High Commission Islamabad by identifying more feasible change pathways, developing joined-up strategies for delivery, and sharpening the UK's overall development impact.

## Scope of work

The team recruited for this CoE assignment will work across four levels:

- **Team / Programme level:** The expert team will work closely with each of the key BHC Goal Teams (growth, climate, human capital) to embed the TWP principles in the formulation and execution of strategy, programming and engagement. The support offered to teams will need to be tailored to support the needs of the Goal Team, but will be intensive and hands-on, oriented around answering the following questions:
  - What are the transformative 'big changes' to which the Goal Team programmes and activities are already contributing? How are these changes being framed to reflect the development needs of Pakistan and the contribution of UK support? Can they be articulated clearly and tangibly in the form of an outcome statement?
  - How do Goal Teams understand the 'change pathways' that will lead to the realisation of these big changes? What are the specific political economy dynamics, constraints and potential enablers that underpin these pathways? Are there gaps in knowledge or evidence that can help us understand these dynamics better?
  - How do we embed our understanding of these change pathways into the design and implementation of programmes, diplomatic influencing strategies at the federal and provincial levels, and models of delivery? What specific actions or interventions might be recommended? How can these actions be aggregated and aligned into a refreshed strategy and/or Theory of Change?
  - What processes, skills and capacities do Goal Teams have to apply TWP principles and embed cycles of deep learning and reflection around the politics of change in their sectors?
- **Geographic Coherence:** In Pakistan's federal system, responsibilities for policy and implementation of key priorities are devolved to Provinces. The UK has a longstanding focus in Punjab and Khyber Pakhtunkhwa, with a growing presence in Sindh. The questions to be answered through this coherence exercise are:
  - Do the assumptions in the portfolio and political strategies still hold when looking at a Provincial level?
  - Are the strategies of Goal teams and portfolio coherent at a provincial level?
  - Do these strategies and priorities reflect the constraints and opportunities embedded in the provincial political economy?

- **Portfolio level:** Drawing on learning and input from the team-level engagement, the expert team will closely support the Development Director, Operational Excellence Group (Opex) and Governance and Inclusion Group (GIG) to improve the coherence and impact of the portfolio. Specifically, the team will facilitate discussions aimed at ensuring team and programme strategies are working together to optimal effect and are aligned behind a joined-up Portfolio Strategy. The questions to be answered at portfolio level will include:
  - How do the change pathways articulated by the Goal Teams contribute to the achievement of mission-level changes in the portfolio Theory of Change? How do these contribute to achievement of BHC's higher-order 'big changes'?
  - Are there any gaps or assumptions within the portfolio Theory of Change that need to be considered? Where are the areas of misalignment or unproductive effort that might determine a reallocation of time and resources?
  - What mechanisms (internal governance, delivery principles) and capabilities (in-sourced or outsourced) does BHC need to systematise greater portfolio coherence and synergy? What entry points can be identified for diplomatic advocacy at Federal and Provincial (KP, Punjab, Sindh) levels?
  
- **BHC / FCDO Learning:** The response to this enquiry represents an innovation in the way that the CoE provides support to Posts in practically applying a politically-informed and driven approach. Therefore, it is critical that the assignment includes the advancement of a learning agenda aimed at distilling key lessons. In addition, learning from the delivery of this assignment will be utilised by the BHC to design a longer-term portfolio monitoring evaluation and learning (PMEL) component, linked to their next Country Business Plan. The learning component of this project will be led by WFD, but the expert team will be expected to input as required. Some of the questions to be answered through this workstream include:
  - What lessons have been learned by the CoE team, Goal Teams, cross-cutting teams and BHC management through the response to this enquiry? What are the strengths and weaknesses of this model, and how might it shift in response to requests from other Posts? What are the preconditions for making such a model work?
  - When designing a PMEL component for longer-term support in Pakistan, what factors and lessons should the BHC take into account?

**Methodology:** Tenders should include a detailed methodology for delivering this work. The successful supplier will then have an opportunity to refine and agree the methodology in consultation with BHC Islamabad during a brief scoping phase. We expect this methodology to include the following, as a minimum.

- **Desk review of relevant documentation:** Including the existing Country Business Plan, Goal strategies (incl. thematic sub-strategies), programme documentation (Business Cases, Annual Reviews and Project Completion Reports), influencing strategies and political economy analysis commissioned by the BHC.

- *Workshops:* Facilitating workshops to collate and synthesise views from Goal Teams. Workshop topics might include showcasing TWP approaches and principles which can be applied to key priorities, and reviewing and refining change strategies (including programme design and policy influence plans). At a portfolio level, the team may also facilitate a series of periodic workshops with the Development Directors and senior staff to test and update the portfolio Theory of Change.
- *Research and analysis:* Commissioning and/or conducting specific pieces of research analysis and strategy products to fill knowledge gaps and generate actionable evidence. This is likely to include power mapping and political economy analysis directed at enhancing change strategies to include space for local leadership and coalition-building.
- *Strategic advisory support:* Delivering clear and actionable advice to Goal Teams and the Development Director on programme design and delivery, influencing strategies and overall effectiveness of BHC development assistance.
- *Training and coaching:* The CoE team is likely to be required to deliver tailored training and learning material for BHC staff on TWP and PEA approaches, alongside 'shoulder-to-shoulder' coaching and mentoring support to programme staff.

**Expert Team:** The composition and size of the expert team will be determined through discussions between the successful supplier, BHC and the CoE. However, it will require a mix of international consultants with experience of delivering TWP approaches in multiple contexts and knowledge of FCDO, matched with local expertise with a deep understanding of Pakistan's political environment and actors. It is expected that Goal Teams receive dedicated and consistent support from experts, who will have the opportunity to build relationships with teams and knowledge of the programmes. This will be needed in order to engage in a process of co-creation with Goal Teams and BHC leadership of programme and strategy design. Additionally, it is expected that the team works together cooperatively under strong leadership, to avoid fragmented or contradictory advice being offered. As the assignment will possibly involve exposure to commercially sensitive and classified information, it is also expected that the team will have well-developed protocols for handling data in a secure and ethical manner.

## Deliverables

Support is expected to be delivered through repeat in-country visits from the international consultants (up to six visits), with support being provided in-between visits through a combination of remote (international) and in-country (local) assistance.

The key deliverables are as follows:

	Task / Deliverable
<b>Goal 3 Team: Modern Development Partnership (Human Capital)</b>	<ul style="list-style-type: none"> <li>• Desk review of team/programme material (Goal strategies and CBP/Spending Review documents; programme BC; influence strategies; political/PE analysis products)</li> <li>• Hands-on support to teams with the analytic and strategy development work including but not limited to power mapping of specific issues/priorities, commissioning/QA of issue-specific political/political economy analysis, scoping of utility/potential of politically-informed approaches (e.g. issues-based, PDIA etc).</li> <li>• Facilitation/workshops on: (a) TWP approaches/principles relevant to team/programme priorities; (b) review/refining of change strategies (including programme design and policy influence plans</li> <li>• Co-creation of teams' strategies to support achievement of these including, but not limited to, politically-informed programme design, influence strategies, and delivery options.</li> </ul>
<b>Goal 4 Team (Climate, Nature &amp; Humanitarian)</b>	<ul style="list-style-type: none"> <li>• Desk review of team/programme material (Goal strategies and CBP/Spending Review documents; programme BC; influence strategies; political/PE analysis products)</li> <li>• Hands-on support to teams with the analytic and strategy development work including but not limited to power mapping of specific issues/priorities, commissioning/QA of issue-specific political/political economy analysis, scoping of utility/potential of politically-informed approaches (e.g. issues-based, PDIA etc).</li> <li>• Facilitation/workshops on: (a) TWP approaches/principles relevant to team/programme priorities; (b) review/refining of change strategies (including programme design and policy influence plans</li> <li>• Co-creation of teams' strategies to support achievement of these including, but not limited to, politically-informed programme design, influence strategies, and delivery options.</li> </ul>
<b>Goal 5 Team (Growth)</b>	<ul style="list-style-type: none"> <li>• Desk review of team/programme material (Goal strategies and CBP/Spending Review documents; programme BC; influence strategies; political/PE analysis products)</li> <li>• Hands-on support to teams with the analytic and strategy development work including but not limited to power mapping of specific issues/priorities, commissioning/QA of issue-specific political/political economy analysis, scoping of utility/potential</li> </ul>



	<p>of politically-informed approaches (e.g. issues-based, PDIA etc).</p> <ul style="list-style-type: none"> <li>• Facilitation/workshops on: (a) TWP approaches/principles relevant to team/programme priorities; (b) review/refining of change strategies (including programme design and policy influence plans)</li> <li>• Co-creation of teams' strategies to support achievement of these including, but not limited to, politically-informed programme design, influence strategies, and delivery options.</li> </ul>
<b>BHC Senior Management</b>	<ul style="list-style-type: none"> <li>• Collation and synthesis of political economy insights gathered through work with the Goal teams to identify cross-cutting themes and dynamics of change.</li> <li>• Specific analysis and strategy products to deepen BHC understanding of the wider political context and cross-cutting dynamics.</li> <li>• Facilitation/workshops on: (a) developing and refining the portfolio-level Theory of Change and underpinning assumptions.</li> <li>• Advisory support to senior-level decision-making on programme design, resource allocation and use of wider diplomatic levers to strengthen impact.</li> <li>• Engage with teams in Lahore and Karachi (remotely) to confirm coherence of emerging findings.</li> </ul>
<b>FCDO Learning agenda</b>	<ul style="list-style-type: none"> <li>• Learning products on the delivery of the model of support to the BHC, with a focus on understanding: <ul style="list-style-type: none"> <li>○ Strategic alignment to BHC and FCDO priorities;</li> <li>○ Contextual relevance to Pakistan's political realities;</li> <li>○ Ability to influence portfolio/ programme teams and instruments;</li> <li>○ Flexibility and quality of support to BHC;</li> <li>○ Replicability of the model to other FCDO Posts;</li> <li>○ Value for Money of the support in terms of economy, efficiency and effectiveness.</li> </ul> </li> </ul>

## Timeline

The delivery plan will be agreed with the successful supplier after they have been selected. However, it is expected that the supplier will be ready to deploy expertise in-country from January 2026 at the latest (and earlier if feasible). The work will take place over 14 months until the end of December 2026.

Proposals should contain a detailed delivery plan including a timetable specifying key milestones and an indication of the total number of days required for each expert.

## Reporting

At the goal-level, each expert team will be expected to communicate regularly and openly with the head of the respective Goal Team. Fortnightly check-in meetings will be scheduled between the GIG Head and the expert team to monitor progress and discuss upcoming

milestones. All written material will be delivered within one week of a country visit by the expert team. Monthly check-in meetings will be scheduled to include members of the CoE central management to discuss issues and lessons, including those relevant to the wider learning agenda.

## Working arrangements

In-country visits will be facilitated by BHC, including travel security and accommodation. Most activities will be conducted in the BHC offices in Islamabad, although occasional travel may be necessary, for instance to provincial capitals (e.g. Lahore, Karachi).

## Payments

The successful supplier will be paid a fee based on an agreed rate in respect of each day of delivery of the services, up to an agreed maximum.

## Minimum experience and expertise

It is expected that the expert team providing this support will meet the following criteria:

- Proficiency and experience in a range of PEA and TWP methodologies, approaches and tools;
- Knowledge and experience of the Pakistan country context.
- Skills in workshop facilitation and individual coaching.
- Knowledge of HMG and FCDO people and systems.
- Demonstrated competence in programming and portfolio management.
- Excellent verbal and written communication skills.

## Proposal process

### Timescale

Below is the proposed timescale for this Call. Please note the dates are indicative and subject to change.

Description	Date
Issue Call	Tuesday 23 September
Closing date for receipt of clarification questions	Friday 3 October
Closing date for receipt of completed proposals	Tuesday 7 October
Shortlisting of proposals	Tuesday 14 October
Expert interviews/presentations to tender committee (if applicable)	Tuesday 21 October
WFD announces preferred supplier	Friday 24 October
Contract finalised and signed	Friday 7 November



## **Proposal requirements**

In general, the proposal should include the following:

1. Profile
2. Proposed solution and how it meets the specification (scope and deliverables)
3. Financial proposal
4. References
5. Confirmation of compliance with General Terms and Conditions of tendering

### *Individual profile:*

- If the expert is currently registered with WFD's Expert Roster, the expert should refer to this in the proposal and no further information is required.
- If the expert is not currently registered with the Expert Roster, the expert should provide a C.V. or information in the proposal document including:
  - A summary of their professional biography and relevant career history/record of assignments; and
  - case studies/credentials demonstrating relevant experience and skills profile

### *Proposed solution:*

- Clear explanation as to the proposed approach to meeting the specification set out in this Call.
- Detailed project plan, including timelines, assumptions and dependencies, resourcing, and risks.

### *Financial proposal:*

- Full breakdown of time and cost estimates for the proposed solution in sterling, including any daily rate to be applied.
- Separate accounting of VAT and/or any other applicable tax, duty, or charge.
- Detailing of any discount applied in view of WFD's not-for-profit status.

### *References:*

- If the expert is currently registered with WFD's Expert Roster, the expert should refer to this in the proposal and no further information is required.
- If the expert is not currently registered with the Expert Roster, the expert should include details of at least three references relating to similar expert services provided in the last three years.

All experts should also note the following:

- all proposals should be submitted in English;
- all proposals should be submitted in electronic form;
- this Call and the proposal in response may be incorporated in whole or in part into the final contract;
- only information provided in response to questions set out in this documentation will be taken into consideration for the purposes of evaluating the proposal;

- proposals which are poorly organised or poorly written, such that evaluation and comparison with other submissions is notably difficult, may exclude the expert from further consideration; and
- any proposals which do not fully comply with the requirements of this Call may be disregarded at the absolute discretion of WFD.

### Evaluation criteria

WFD does not provide a mathematical formula by which bids will be weighted and evaluated, but the procurement committee will usually consider the following criteria, among others in the evaluation of all responses:

- Quality of bid document
- Service offer and solution fit to specification
- Quality, capacity, and track-record of bidders based on references
- Value for money and pricing factors
- Professional profile, track record, and references
- Relevant experience, including case studies

WFD will score each criterion using the following table:

0	The proposal submitted omits and fundamentally fails to meet WFD's scope and specifications. Insufficient evidence to support the proposal to allow WFD to evaluate. <b>Not Answered</b>
1	The information submitted has a severe lack of evidence to demonstrate that WFD's scope and specifications can be met. Significant omissions, serious and/or many concerns. <b>Poor</b>
2	The information submitted has some minor omissions in respect of WFD's scope and specifications. The tender satisfies the basic requirements in some respects but is unsatisfactory in other respects and raises some concerns. <b>Satisfactory</b> .
3	The information submitted provides some good evidence to meet the WFD's scope and specifications and is satisfactory in most respects and there are few concerns. <b>Good</b> .
4	The information submitted provides good evidence that all of WFD's scope and specification can be met. Full and robust response, any concerns are addressed so that the proposal gives confidence. <b>Very Good</b> .
5	The information submitted provides strong evidence that all of WFD's scope and specification can be met and the proposal exceeds expectation i.e. exemplary in the industry. Provides full confidence and no concerns. <b>Outstanding</b>

**Queries about this Call**

Any questions related to this Call should be addressed to Chinelo Eze, Commercial Manager, at [procurement@wfd.org](mailto:procurement@wfd.org)

**Equal Information**

Should any potential expert raise a question that is of general interest, WFD reserves the right to circulate both question and answer to other respondents, either via WFD's website or by email. In this event, anonymity will be maintained.

**Annual reports**

If you operate a personal services company, please provide a link or copy of your company's latest audited annual accounts with the proposal.

**Other information**

If the potential expert believes that there is additional information that has not been requested in the Call but is relevant to your proposal, please include that information as a separate attachment and explain its relevance to this Call.