

Leadership development programme for School Leaders and CBSE (Central Board of Secondary Education) Officials

**Blended course with a one-week face to face
programme in the University/Institution in
UK – Call Guidelines**

July 2024

Schedule

Sr. No.	Activities	Timelines
1.	Date of Advertisement for the call	29 July 2024
2.	Last date for receipt of queries related to submission of Proposal	8 August 2024
3.	British Council response to the queries	16 August 2024
4.	Last date for submission of expression of Interest	23 August 2024
5.	Shortlisting and intimation to shortlisted partner	30 August 2024
6.	Contracting	Early October 2024

Context

The education system in India has gone through significant policy reforms in the recent years. The [National Education Policy \(NEP 2020\)](#) and the [National Curriculum Framework for School Education \(NCF-SE 2023\)](#) launched in 2023 form the cornerstone of this policy reform. These are designed with a commitment to enhance quality and accessibility across education systems in the country.

Central to India's school education landscape is the [Central Board of Secondary Education \(CBSE\)](#), a premier national board responsible for setting academic standards and conducting examinations for a vast network of schools. Established in 1962, CBSE operates under the Ministry of Education, Government of India. It governs a vast network of schools (about 29,000) both within the country and abroad, setting academic standards and conducting national-level examinations.

It promotes contemporary teaching techniques and digital integration by affiliating with many schools in India and abroad. The board places a strong emphasis on extracurricular involvement while supporting career counselling, teacher preparation, and student counselling. The goal of CBSE is to prepare students for the future by fostering critical thinking, problem-solving, and digital literacy.

Background

British Council in India has been working closely with the CBSE since 2020 in curriculum and pedagogy reforms, capacity building and assessment development.

In the first phase of [partnership from 2020 to 2022](#), the focus was at the secondary level (classes 6 to 10) to improve competency-based assessments in English (reading), science and maths. This project was designed in-line with the CBSE's Competency-based education project that aims at strengthening the capacity of schools to deliver high-quality competency-based lessons. This was also aligned with the recommendations of the National Education Policy 2020 (NEP 2020) which emphasises the need for students to experience deep learning in the classroom where they can acquire the skills needed to succeed in higher education and the global workplace.

The British Council and CBSE renewed this partnership and in the second phase signed a new 5-year partnership on 31 January 2023, focusing on strengthening practical teaching and learning in classrooms, environment education and further integrating competency-based approaches into teaching, learning, and assessment across CBSE schools. This collaboration aims to achieve the SDG goal 4 by facilitating implementation of recommendations of NCF-SE 2023 (National Curriculum Framework for School Education 2023) and advocates for a more inclusive teaching and assessment practices, emphasising reduced high-stakes assessments and increased focus on formative assessments and alternative methods like portfolios and projects.

Requirement and the project approach

A blended leadership development program consisting of 5-6 months of online sessions followed by face-to-face sessions in the UK, potentially accommodating up to 30 participants (five senior officials from CBSE and the remainder from affiliated schools/ sister organisations).

The content of the module needs to be developed in consultation and partnership with British Council and CBSE and other nodal agencies as required by Ministry of Education. The consultation can be in the form of an orientation session offering a glimpse of the different topics and skills that the university proposes to cover through online, self-access and face to face residential sessions and study visit to the UK. Key topics that the course is expected to cover are listed below (but not limited to):

- Develop an understanding of a range of innovative and effective assessment strategies that provide accurate insights into student learning. This understanding will help manage the introduction of new assessments, support teachers in their implementation, and analyse achievement data to effectively address and narrow attainment gaps. Implement strategies to enhance teacher motivation and job satisfaction.
- Foster a supportive and collaborative school environment.
- Promote active involvement of parents and the local community in the educational process.
- Develop partnerships that support student learning and school/community improvement initiatives.
- Introduce innovative management practices that align with the demands of the 21st century.
- Focus on environmental consciousness and sustainability, preparing students to tackle climate change challenges.
- Ensure inclusive education practices that cater to the needs of all students, including those with special needs.
- Promote diversity and create an inclusive school culture.

In summary, this course should support:

- **Adapting to Modern Educational Needs:** Equip educators with the tools and knowledge to meet the dynamic and complex challenges of contemporary education.
- **Enhancing Student Outcomes:** Improved assessment practices lead to better understanding of student needs, fostering enhanced learning outcomes.
- **Achieve agreed Sustainable Development Goals:** Align educational practices with global goals, including quality education, climate action, and reduced inequalities.

Expected outcomes:

- Participants increase their knowledge and skills in instructional leadership, allowing them lead learning in their schools and improve the quality of teaching as well as engage effectively with broader educational communities.
- Strengthening participants' assessment skills enabling leaders to lead the improvement and enhancement in pedagogical skills and subject knowledge through the use of instructional leadership techniques.
- Strengthening collaborative decision-making, teamwork, and communication skills, enabling participants to actively take on school improvement initiatives as outlined by the NCF-SE.

Overall, contribute to capacity building efforts aimed at improving the quality of education delivery as per the recommendations of NCF-SE

Expected outputs:

- Design and deliver a set of modules, to build the capacity of CBSE school leaders and officials to achieve the expected outcomes above.
- Design and deliver a relevant 1 week face to face capacity building initiative in the UK including field visits to schools and related agencies/institutions like Ofsted, education and examination boards, etc.
- Certificate (co-branded) on successfully completing the course.
- Relevant tools for effective monitoring and evaluation of the project including records of training and feedback.
- A comprehensive end of project report to be submitted to the British Council covering the design of the course, delivery (online and face to face), review and feedback.

Training approach:

The recommended training approach involves a blended delivery model, combining face-to-face and online interactions and support training materials (hard and soft copy). Training hours for F2F are tentatively 6 hours a day, across 6 days. The course to include pre- and post-program assessments, project work, and a capstone presentation to measure participants' progress and learning outcomes.

Timelines:

- Online – to begin in September/October 2024
- Face to Face – April 2025

Approximate budget allocation:

A total of up to £70,000 inclusive of VAT to cover course fee and UK study visit expenses (accommodation, meals, local travel). This to include the following:

- Airport transfers both ways
- Accommodation in the University/Institution accommodation or a hotel nearby (with minimum 3 or 4 stars)
- Lunch on the course days with tea/coffee and basic refreshments (cookies) (morning and evening)
- Local transportation for field visits with accompanying staff
- Curated field visits with staff to explain and take the group around
- Course material both online and hard copies as relevant
- Certificate at the end of the course.

Eligibility for UK Institutions or Universities

- Any UK University or School Leadership Development Institution with proven experience (minimum 3-years) of designing and delivering blended Leadership Development programmes for school leaders and education officials/policy makers.

- Sound understanding of the Indian school education landscape, work done by the Indian regulatory bodies, NEP 2020, NCF-SE 2023 and Indian governments school education priorities.
- Experience and expertise on working in similar lines in South Asia, developing and training on capacity building for leaders and senior education officials.
- Understanding of the monitoring, evaluation and learning framework for blended programmes for assessing and reporting on the effectiveness and impact of the initiative.
- Association or connects with external bodies in the UK working on similar areas will be desirable.

Duration of this task

The start date for the project shall be considered from **August/September 2024** and completion date shall be considered as **April 2025**.

How to apply?

1. Please fill this [form](#) to submit your expression of interest on or before **23 August 2024 23.55 UK time**.
2. All mandatory fields in the form should be completed and submitted, this will be crucial for shortlisting stage.
3. Applications received after closing date will not be accepted.

Selection Criteria

Criteria	Points (Total 30)
Content and resources	5
Methodology and delivery strategy	5
Profile of the course coordinator and other experts delivering the programme	5
Residential programme plans including study visits and interaction with practitioners	5
Profile of the University and its global experience and expertise in Education Systems and Change management in systems similar to India.	5
Value for money and cost effectiveness of the programme	5

Instructions for this call

- If you have any queries with respect to the application or the scope of work, please do write to fatima.anwar@britishcouncil.org on or before **16 August 2024**. We will collate all questions and share an FAQ document.
- Only shortlisted applicants will be intimated via email in the week commencing **26 August 2024**
- Shortlisted applicants could be invited for a meeting to further discuss the proposed application.
- Signing of the contract/agreements and disbursement process between the British Council and the applicant will be completed by **early October 2024**.

Data protection

How we use your information

The British Council will use the information that you provide for the purposes of processing your application, making any awards, monitoring and reviewing of any grants. The legal basis for processing your information is agreement with our terms and conditions of application (contract). We may share application data with the agency appointed by the Ministry of Education, Government of India in order to assist with management of the application process. We may share data with agencies responsible for monitoring and evaluation as and when the agency is procured.

The British Council comply with the General Data Protection Regulations 2016/679 (GDPR). We process and handle personal information according to these regulations. The personal information that you provide on this form will only be used for the processing of your application. The information will be viewed by British Council staff and those who are part of the decision-making process. Your information will not be used/shared beyond the partners listed above for any other purpose without your specific consent. British Council and agency appointed by Ministry of Education, Government of India reserve the right to publish and share anonymised aggregated information with stakeholders.

Organisation details, where collected, are used for monitoring and evaluation and statistical purposes. Gender information and country of origin, where collected, is used solely for statistical purposes. If we need to contact you, we will do so using the contact details you have provided. Under UK Data Protection law, you have the right to ask for a copy of the information we hold on you, and the right to ask us to correct any inaccuracies in that information. If you want more information about this, please contact your local British Council office or the Data Protection Team inforgovernance@britishcouncil.org or see our website: <http://www.britishcouncil.org/privacy-cookies/data-protection>. We will keep your information for a period of seven years after the project.

General Policy Requirements

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>).

Confidentiality and Information Governance

All information supplied to you by the British Council, including this call document and all other documents relating to this 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 subcontractors strictly for the purposes only of helping you to participate in this 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.

You shall not disclose, copy or reproduce any of the information supplied to you as part of this Process other than for the purposes of preparing and submitting a Proposal.

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