

## Invitation to Tender

### ‘Design and delivery of community of practice on leadership development in the UK refugee and migration sector’

Migration Exchange (MEX)

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*Migration Exchange is looking for a delivery partner to co-design and facilitate a community of practice on ‘leadership development in the UK refugee and migration sector’. The aims will be to nurture existing connections and generate new ones to harness a collective approach to thinking about how leadership development opportunities in the refugee and migration sector can be more accessible, equitable and contribute to system change. The selected partner will be expected to facilitate a minimum of six community of practice sessions within a 12-month period, with a total project budget of £20,000. The deadline to submit proposals is 31 May 2023.*

## Contents

1. About Migration Exchange .....3
2. About this tender.....3
3. About the leadership development community of practice .....5
4. Tender requirements and budget.....6
5. Submitting a proposal.....7



Visual notes with highlights from a meeting MEX held in London on leadership development, 21 Mar 2023 (by Ada Jusic)

## 1. About Migration Exchange

Migration Exchange (MEX) works to cultivate **insight, connection and action** across the UK migration and refugee field, working together with civil society to achieve positive change. We have two ultimate goals: an equitable, power-aware and intersectional funding landscape, better able to resource systems change, and a connected and action-focused refugee and migration sector, better able to drive systems change. Our **vision** is a country where people experience a migration system grounded in dignity, equity and fairness. MEX is a UK-based charitable programme, established by independent funders in 2010.<sup>1</sup>

We work with a wide range of partners including NGOs, academics, think tanks, journalists and funder networks in the UK and Europe.

[Find out more about Migration Exchange.](#)

## 2. About this tender

Migration Exchange welcomes expressions of interest for a partner to co-design and deliver a series of 'community of practice' sessions over one year, focused on the topic of leadership development in the UK refugee and migration sector. This document sets out the aims and objectives of the project, the specifications for the partner, the process for selection, the budget parameters and the timeline for decision and delivery.

### Background

Migration is one of the defining social and political issues of our time. In the UK, the voluntary sector working on migration and refugee protection plays a vital role in providing services, supporting those most at risk of harm, campaigning for reform, and informing the media and public debate. The 'refugee and migration sector' is diverse but is characterised by charities that are stretched in terms of time and funding, and operating in a difficult, complex and hostile external environment.

In 2018, Migration Exchange commissioned an independent review<sup>2</sup> into leadership development needs and opportunities which was used to secure funding for a sector-specific leadership programme.<sup>3</sup> The set up and fundraising process for this work was developed

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<sup>1</sup> Registered charity [Global Dialogue](#) has provided fiscal and administrative hosting to MEX since 2015. Global Dialogue a registered charity (1122052) partnering with philanthropy to advance rights, equity and diversity.

<sup>2</sup> J Hill & S Crabtree [Migration Exchange Leadership Development Consultation: Findings and Recommendations](#). 2018

<sup>3</sup> AB Charitable Trust, Barrow Cadbury Trust, Esmée Fairbairn Foundation, Joseph Rowntree Charitable Trust, Lloyds Bank Foundation, Migration Foundation, Paul Hamlyn Foundation, Social Change Initiative, Unbound Philanthropy.

with an advisory board made up of funder staff and sector leaders with lived experience of migration.

Designed and delivered by Clore Social Leadership and the Centre for Knowledge Equity, the resulting programme '[Leading Beyond Borders](#)' (LBB) engaged 75 people in a six-month programme focused on emerging and established leaders, and a further 150 people took part in a short online summer leadership programme in July 2020. Overall, this intervention reached 225 people from 2020 to 2021.

The programme learning was incorporated into a wider [scoping exercise and report](#) on the current state of leadership provision in the sector, published in December 2022<sup>4</sup>. The report calls for gaps in leadership development provision to be addressed and for barriers to leadership development faced by people with lived experience of immigration control to be tackled.

The report also highlights how people value space to connect with peers, share learning and access mutual support regarding leadership practice and adjacent issues concerning burnout and structural inequalities. Our 2022 report found that:

*“The value of peer-to-peer spaces was strongly advocated for but they are ad-hoc and not consistently available. Peer networks worked most successfully when someone had specific responsibility to organise the logistics and facilitate the space.”*

This scoping found a clear appetite for ongoing focus on leadership development. It concludes that a strategic approach to supporting leadership development is urgently needed to sustain the sector's impact, especially given the current, extremely challenging political, economic and social context. Funders, trustees, leaders and supporters of the refugee and migration sector need to act together to address this.

Following the report publication, further dialogue with people who took part in the research showed strong support for a facilitated community of practice to support network development, shared learning and space for reflection.

**MEX now wishes to commission an individual(s) or organisation to co-design and deliver a 'community of practice'. The aims will be to nurture existing connections, and generate new ones to harness a collective approach to thinking about how leadership development opportunities in the refugee and migration sector can be more accessible, equitable and contribute to system change.**

In parallel to commissioning the community of practice, MEX is also fundraising for a larger scale pooled resource to be available for organisational leadership development activities.

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<sup>4</sup> J Slay & K Weiler, [A snapshot of leadership development in the UK refugee and migration sector: Needs, experiences and recommendations](#). Migration Exchange, December 2022

### 3. About the leadership development community of practice

#### Aims

Five core aims have been developed based on input and feedback from the field<sup>5</sup>:

1. Knowledge exchange and network building among people interested in, or working on, leadership development in the UK refugee and migration sector, with the aim of sharing issues and developing practice.
2. Supporting a more connected network of refugee and migration sector organisations and leadership development providers.
3. Generating materials and resources that are accessible and can be shared among practitioners.
4. Exploring how to address barriers to accessing leadership development opportunities, particularly those experienced due to a person's immigration status and structural inequalities.
5. Providing space to reflect on adjacent issues of wellbeing, lived experience leadership and anti-oppressive practice.

#### Assumptions, values and principles

The appointed partner will be responsible for recommending and delivering marketing, outreach and participation of people to take part in the community of practice against transparent criteria, including but not limited to reaching out to the existing network created through MEX's work so far.

The appointed partner will also be responsible for establishing the content and focus of the sessions. The MEX 2022 report is likely to inform these, however the sessions should be co-designed with participants, to ensure that the views of those involved directly inform the designation of themes and topics to be covered. Also, in establishing the logistics and structure of sessions, careful attention should be paid to accessibility, recognising different ways of learning, individual needs, responsibilities and timetables.

We would ask that the appointed partner sets out on this work recognising these core values and principles:

- Considering 'leadership' rather than leaders, informed by a belief that everyone has leadership potential, no matter what their employment level or experience.
- Recognising that structural inequality and barriers related to race, disability, gender, age and immigration status all affect leadership development. These intersect with the diverse strengths and qualities held by leaders with lived experience of the refugee and migration system.

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<sup>5</sup> MEX held two online briefings in January 2023 to gather responses to the report: One for people who took part in the scoping review, including leadership development practitioners, and another for funders in our network. A larger in-person event was held in London 21 March 2023.



- Recognising that people bring multiple identities to their professional lives, and should self-determine which of these they wish to draw on and share. Both lived and learned experience of the migration sector are important in leadership development, and many people have both.
- Recognising that discussions about leadership development take place in the context of live debates about power and privilege, and challenging exclusionary and harmful practices in charities and funding organisations.

### **Deliverables**

The appointed partner will be expected to deliver the following:

- A clear strategy and plan for the delivery of community of practice sessions, including initial outreach and recruitment of participants
- Delivery and facilitation of community of practice sessions (minimum of 6 sessions over 12 months)
- A minimum of four shareable outputs in terms of information and/or insight to inform practice
- Ongoing engagement with Migration Exchange to inform on the progress of the project

## **4. Tender requirements and budget**

### **Assessment criteria and process**

We will assess your proposal based on these criteria:

1. Successful track record of designing and facilitating group/peer learning/community of practice/knowledge exchange workshops, or similar interventions
2. Knowledge and understanding of UK social change sector and the importance of leadership development
3. Commitment to values of human rights, equity and anti-oppressive practices
4. Robust design and delivery plan
5. Value for money

We strongly encourage applications from people with lived experience of migration or seeking protection.

We actively encourage applications from people with disabilities – please contact us to discuss any accessibility requirements so that we can accommodate these.

If your proposal is shortlisted, we will invite you for an interview. At this stage, we may invite you to provide additional information prior to the interview. Shortlisted applicants will be offered reimbursement for their time preparing for and attending the interview.

## Timetable

Wed 31 May 2023	Deadline to submit your proposal
7 June 2023	Shortlisted applicants will be invited to interview
20-21 June 2023	Interviews

## Budget and contract

A budget of £20,000 is available, inclusive of all delivery costs and VAT.

MEX welcomes proposals from both organisations and individuals. The appointed partner will be commissioned on an independent basis and therefore will be responsible for the payment of all tax (including income tax and VAT), National Insurance contributions or similar charges in relation to any fees paid to them under this agreement.

Note: As part of our aim to make sure participation in the community of practice is accessible to everyone, MEX will allocate some additional budget to reimburse participants who are in unpaid voluntary roles within smaller, grassroots organisations. The process for this will be determined between the appointed partner and MEX.

## 5. Submitting a proposal

### To submit a proposal, you will need to provide:

1. A completed **proposal form** - [Download proposal form \(Word document\)](#)
2. **Copy of your CV** (if applying as an individual) or **copies of the CVs** of the staff members who will be involved in delivering the work (if applying as an organisation).

### The above documents should be sent by email to:

Anna Camilleri, Programme Manager, Migration Exchange.

Email Address: [anna@global-dialogue.org](mailto:anna@global-dialogue.org)

Phone number: +44 (0) 7538 232068

For an informal conversation before you apply, please contact Anna to arrange a time.

**Please note that the submission deadline is Wednesday 31<sup>st</sup> May at 18:00.**