



Request for Proposals: Designing and Creating the Freedom Leadership Program

NB. This RFP should be read in conjunction with the Concept Note “Building a Movement of Frontline Leaders in Anti-Slavery Work – Creating the Freedom Leadership Program”

Issued: 9th July 2018 – we ask any interested organisations to email rfp@freedomfund.org by 20th July 2018 to inform us of your intention to submit a proposal.¹

Clarifying questions: Any requests for clarification of this RFP should be sent to rfp@freedomfund.org by CoB 25th July. Any written reply to a particular question may be provided to all other organisations that have indicated an intention to submit a proposal, at the discretion of the Freedom Fund.

Closing Date: 17th August 2018

Background

The Freedom Fund is a leader in the global movement to end modern slavery. We identify and invest in the most effective frontline efforts to eradicate modern slavery in the countries and sectors where it is most prevalent. Furthermore, partnering with visionary investors, governments, anti-slavery organisations and those at risk of exploitation, we also tackle the systems that allow slavery to persist and thrive.

Our aim is to eradicate slavery, and part of our approach to doing that is by helping to build and empower the global anti-slavery movement, providing the platforms, tools and knowledge for organisations to connect and work together more effectively.

If we are to end slavery, much more support needs to be given to the people leading these organisations, and those who will lead them in the future. Women are also under-represented in the leadership of these groups, and that needs to change. The global anti-slavery movement also needs to be informed and led by these leaders.

Therefore we want to build a movement of frontline anti-slavery leaders with the leadership, technical skills, network and knowledge, to push forward further and faster the eradication of slavery.

¹ Proposals will be accepted from any organisation up to CoB on 17th August, however we can only share any additional information that may become available and/or any responses to questions posed by other potential bidders, with those organisations who have expressed an intention to submit a proposal, and thereby provided their email address.

Project Overview & Objectives

The vision for the Freedom Leadership Program is still in development, however it is already clear that to have maximum impact it would involve at least two core components:

- A leadership development program - blending leadership development with locally relevant technical skills & knowledge
- A network or movement formed by some or all of the alumni from the leadership development program

Intended Outcome: A thriving, empowered, and sustainable network of frontline anti-slavery leaders, especially women, in high prevalence countries, supported by an ecosystem of committed partners and alumni leading the charge to bring an end to slavery globally.

The purpose of this RFP is to identify and select a partner to co-create the Freedom Leadership Program with the Freedom Fund.

Scope of RFP

Your proposal should explain your approach to delivering on the following elements (and to collaborating with the Freedom Fund in doing so):

Phase 1

- Further research the need for, and potential of, the program, including further scoping & definition of the potential participants in the program
- Research learning from similar schemes – both leadership development and movement building
- Design the overall model for the Freedom Leadership Program (as could be tailored to multiple contexts) – both the leadership development and the movement-building elements with a focus on women leaders, and links to local systems change and the global anti-slavery movement
- Suggest a long-term financial model for the Freedom Leadership Program – including any advice on how to market it to donors, and the sector of donors to whom it is likely to appeal.

Phase 2

- Specifically design the first iteration of the Freedom Leadership Program in India (including tailored curriculum design, costing, identifying local delivery partners, plans for movement building etc.)
- Identify possible funders in India to support implementation.

Bidders are encouraged to include in their proposal their suggested approach to, and ability to deliver on, both phases; however, it is acceptable, for those only interested in providing services during phase 1, to bid only for that part. Given that the scope of phase 2 will depend on the outcome of phase 1, all applicants need only provide a budget for Phase 1 at this stage.

Key design questions

There are a number of areas of the Freedom Leadership Program concept where we recognise there is a need for more clarity but, in the spirit of co-creation, and as we are open to different approaches to these issues, we pose them here as questions to be answered as part of your proposal:

- 1) **Selectivity** – there are pros and cons in terms of both leadership development and movement building in having a “narrow and deep” approach with a smaller number of participants, versus a “broad and wide” approach with a larger group of participants. How would you approach this issue?
 - a. Related to this: what impact may be possible across the four core countries by 2025?
- 2) **Participants** – we want to include mid-level, especially female, staff who have the potential and interest to be leaders (and we have a particular interest in supporting staff who may be survivors of slavery or trafficking themselves), however we also envisage including current leaders – who may have different needs. How would you approach this issue, and tailor the program to the different levels of staff? Also:
 - a. How will you make the program attractive to these different potential participants?
 - b. How will the program, or elements of it, be targeted to and designed for women?
 - c. How can individuals who have attended the leadership development element be supported to implement what they have learnt once back in their organisations?
- 3) **Movement building** – we have imagined at least part of the leadership development component of the program being delivered in person during a two-week residential. This training with a cohort can form the beginning of a network or movement, but what could/should be the broader vision for a Freedom Leadership movement connected to this program?
- 4) **Content** – we have envisaged the leadership development element including both leadership and technical skills, how would you balance these and integrate them together?
- 5) **Financial accessibility** – the cost of the program (both leadership development & movement building) should not prevent any of the intended participants from being involved (though many of them will come from low capacity, low resource organisations). What are the possible financial models for this initiative, and how would you determine the best one?

Proposal Guidelines

There is no set template or format for your proposal; it should be no longer than approximately 15 pages, and should include the following information:

- Legal name; Organisation type; Organisation address: Primary contact information (Name, Title, Telephone, Email)
- Executive Summary: This should present a high-level synopsis of the proposal and identify the key benefits of the suggested approach
- Description of the Organisation and the Organisation’s Qualifications, including but not limited to:
 - A brief description of your firm/institution/organisation
 - An outline of recent experience on projects of a similar nature that have been successfully implemented
 - Experience in the geographies (and languages) concerned
 - If applicable, brief details of any organisations you intend to partner with

- Your approach to delivering on the scope of the RFP & your response to the design questions (as detailed above) – specify here any assumptions you made in designing your proposal
- Deliverables: Include a detailed list of deliverables to be provided for this engagement
- Schedule: Include a timeline for activities to be done during this period and delivery dates
- Budget/Fees – please provide a costing for Phase 1. This can be presented either as a daily rate with a maximum number of days, or as fixed fees related to key deliverables. Please include and break out any other costs you foresee. Please indicate if special pricing is available for not-for-profit organisations.
- [Not included in page limit] Resumes & References: You are requested to include brief CVs of the main team members that will be considered for the project, and 2 references from previous clients who you have provided similar services for.

Evaluation of proposals

The technical evaluation will comprise 70% and the financial evaluation will comprise 30% of the final evaluation. The technical evaluations will focus on the criteria below. The total amount of points allocated for the technical component is 100. In order for your proposal to be technically compliant, it must receive a score of at least 70/100. We will only consider the financial bids of organisations that are technically compliant.

- i. Organisation's capacity & track record
 - a. Range and depth of experience with leadership development programs (10 pts)
 - b. Range and depth of experience with movement-building (10 pts)
 - c. Expertise and experience in any of the core countries/regions (10 pts)
- ii. Demonstrated understanding of the need and required scope
 - a. Understanding of, and responsiveness to, Freedom Fund's requirements (10 pts)
 - b. Assessment of the proposed activities – relevance to the vision, objectives, and intended outcomes (10 pts)
 - c. Assessment of the role and involvement of all stakeholders (10 pts)
- iii. Evaluation of the strategic approach
 - a. Assessment of the strategic vision & approach in dealing with the key design issues (20 pts)
 - b. Relevance of the suggested approach to including, and focusing on, women leaders (10 pts)
 - c. Identification of long-term sustainable impact of the program (10 pts)

Selection process: The proposals will be reviewed by a small committee at the Freedom Fund. Short listed applicants will be called for a telephone/Skype interview. The Freedom Fund intends to select the successful candidate early in Q4 2018, with contract negotiations and finalisation to follow. The Freedom Fund's decision is final.

Vendor qualifications

Any entity can apply – this includes non-profits, academic institutions, for-profit companies etc.

Confidentiality

Proposal documents and all matters relating to them shall remain confidential between the applicant and Freedom Fund during and after the submission and evaluation of Proposals.

Budget guidance

Freedom Fund recognises that the co-creation of the Freedom Leadership Program will take significant time and resources. We are committed to finding the right, high-quality partner to undertake this work and to dedicating enough resources to this to ensure a high quality and successful program design.