

Scoping Study for a leadership programme for Pakistan Diaspora leaders in the UK

Commissioned
by the British
Council in Pakistan

Findings and Proposals
April 2014

Alison Coburn
Chief Executive
Common Purpose International

Email: alison.coburn@commonpurpose.org
Mobile: +44 (0)7852 914670

Table of contents

Executive Summary	Page 3
Methodology – Scoping Study	Page 5
The Pakistani Diaspora Community in the UK	Page 6
Findings	Page 7
Current Diaspora activities related to Pakistan	Page 10
Proposal	
Objectives	Page 14
Course structure and location	Page 14
The participants	Page 16
Recruitment and selection	Page 16
Curriculum	Page 17
Methodology – The Programme	Page 18
Monitoring and Evaluation	Page 19
Alumni	Page 19
Working with the British Council	Page 20
Appendix One Terms of Reference	Page 22
Appendix Two List of Interviewees	Page 23
Appendix Three About Common Purpose	Page 24

Executive Summary

The British Council in Pakistan commissioned Common Purpose International to conduct a scoping study to establish the potential for leadership programmes for Pakistani Diaspora Leaders in the UK and to produce a report for the British Council based on the findings from this study.

The Terms of Reference as agreed with the British Council are included in Appendix 1.

The context for this study is that Common Purpose has already run a series of programmes for Zimbabwean and Libyan leaders in the Diaspora and is currently planning a course for African Diaspora leaders in the UK to be run in May 2014.

Common Purpose interviewed a range of people from across the UK Pakistani community. The idea of running leadership programmes for Pakistani Diaspora Leaders in the UK was welcomed. It was felt that the Diaspora had the potential to contribute more and more effectively to the development of Pakistan.

There were a number of messages from the research. The majority of those interviewed felt that the programmes should:

- Bring together leaders from the different generations and a good mix of men and women
- Target people with a track record of leadership the 'mindset' to have a positive impact
- Focus on development in Pakistan
- Include people from across the UK from different sectors, backgrounds, cultural and religious groupings
- Be designed with a longer term strategy in mind as the issues in Pakistan require a long term approach.

It was felt that there would be considerable interest in, and support for such a programme, in the community and that it would meet a need to help the Diaspora to co-ordinate their activities and increase their impact.

**"The process is a great gift to
Diaspora communities,
enabling us to pool our
greatest resource - ourselves."**

**Chipo Chung, Participant, Zimbabwean Diaspora
Leaders Course (run by Common Purpose)**



Methodology

Interviews were conducted with 28 people, 26 from the Pakistani community in the UK. Two of the interviewees were not from the community but had knowledge of Pakistani Diaspora activities both in the UK and Pakistan. They were from different parts of the country - Scotland (primarily in Glasgow), the North West (primarily Manchester), Bradford, the Midlands and London. Twenty two men and eight women were interviewed. Individuals were identified from Common Purpose's existing networks, through prominent Pakistani organisations, or were referred by other interviewees.

In addition to interviewing people from across the country it was felt to be important to talk to people from different backgrounds and sectors. The people interviewed were from business, the public sector and not-for-profit sector. They included CEOs of companies and Directors of international charities, leaders in multinational companies, elected councilors and member of the Scottish Parliament, government officials, leading players in Diaspora organisations, and in women's organisations. They are key people in their fields and had been identified by others as 'multipliers' either within the Pakistani community, or in the wider society, or both. A key criteria for being identified as a 'multiplier' was their current impact as a leader in either professional or voluntary activities.

The Pakistani Diaspora Community in the UK

The number of people who identified themselves as Pakistani or British Pakistani in the UK Census 2011 is 1,174,983 which is 1.9% of the UK population – of these 90% state their religion as Islam. The UK has the largest Pakistani Diaspora community behind Saudi Arabia which has a Pakistani population of 1.5 million. The Pakistani community in the UK is the largest minority ethnic group behind the Indian community (the largest) which is 2.3% of the UK population.

Of the UK Pakistani population 55% were born in the UK and 36.9% were born in Pakistan. The majority are from the Kashmir and Punjab regions of Pakistan.

The largest concentrations of people who self identified as Pakistani are living in London, Birmingham, Manchester, Bradford and Glasgow. The population statistics from the UK Census 2011 show the following:

City	Total number of Pakistani residents	Pakistani residents as % of city population
Glasgow	22,405	3.78%
Bradford	106,614	20.4%
Manchester	42,904	8.5%
Birmingham	144,627	13.5%
London	223,797	2.7%

In Manchester, Bradford, Birmingham* and Glasgow the Pakistani communities are the largest minority ethnic group in the city. Bradford has the highest percentage of people of Pakistani origin in England and 60% of those were born in the UK. Bradford is the youngest city outside of London with nearly a quarter of the population (23.5%) under 16. 51.7% of Bradford's Pakistani population is under 25.

*2009 Office for National Statistics.

The UK accounts for an estimated 14% of remittances to Pakistan. Pakistan occupies the eleventh position in terms of the global inflow of remittances (World Bank 2011). The data in the table below suggests that the UK accounted for around 14% of annual remittances to Pakistan during the fiscal year 2012-2013 (i.e. July 2012 to June 2013).

Annual remittances to Bangladesh and Pakistan (nominal, GBP million)

	Fiscal year				
	2008-09	2009-10	2010-11	2011-12	2012-13
UK to Pakistan (£)	327	559	776	949	1228
Total Pakistan (£)	4216	5685	7245	8226	8783
Share from UK (%)	8	10	11	12	14

Notes: The row "Share from UK" is the share of remittances from the UK in total remittances received. The figures shown here are in millions.

Source: Central Banks of Bangladesh and Pakistan. The estimates presented in this table are in Nominal terms, that is, not inflation adjusted.

Findings

Overall

The idea of running leadership programmes for Pakistani Diaspora Leaders was welcomed by all of the people we spoke to. There was a strong feeling that the Diaspora had the potential to contribute more and more effectively to the development of Pakistan. As one person put it ‘you won’t have a problem in finding people – the community is very motivated’. There were some consistent messages from the conversations:

- The courses should include a wide age range – there was a strong feeling that people of the younger and older generation should be brought together in the programme. The age range discussed was roughly 25-55. As one person put it, “we should not get bogged down in age but should focus on good people”. This message came equally clearly from people across the generations
- That we should focus on the calibre of the applicants and their track record. As one interview put it the most important thing was “their ability to get things done and their mindset”. There was a clear feeling amongst some that a number of past Diaspora projects had more to do with the status of the people involved and less to do with the actual impact in Pakistan. There was some annoyance about past initiatives which had attracted large funds and had produced, according to one interviewee, “little in the way of tangible results”
- This project would focus on what the Diaspora could contribute in terms of skills, knowledge and experience (as opposed to giving money). As one person said “the contribution of the older generation to Pakistan has been remittances – now we are building human capital”
- The programme would need to steer a careful course on political and religious issues and make it clear that this was about contributing to development in Pakistan not a forum for debating differences or grandstanding on particular political issues. It was important that it was not seen to be promoting any particular position or point of view. Those who knew Common Purpose felt that our reputation and expertise could be important in ensuring that the programme is seen as independent of any specific agenda. As one person said when talking about the work of the Diaspora “Common Purpose could make it more productive/ coordinated and therefore add value”
- There would need to be a good balance of men and women. This message came from both genders. As one of the woman interviewed put it “we should target everybody” across generations and gender.
- If the course included an element in Pakistan then there would need to be careful consideration of the security issues. This should not stop us but it would need to be handled properly and all of the arrangements for people travelling to Pakistan should be made with a view to security
- This programme should be set up with the intention of continuing over the long term – the challenges that Pakistan faces will not be solved overnight and short term ‘quick fixes’ are not what is required. Most people recognised that this would be long haul and were prepared to make that kind of commitment for the right project. As one person explained “what is needed is long term development. A lot of projects come and go”
- If a part of the course was run in Pakistan (which was generally welcomed) then it would have to be thought through carefully. It would be important to connect with people who were really making a difference in Pakistan. Many of the people we spoke to felt that the British Council in Pakistan could be very important in this as they have a trusted brand and a lot of knowledge on the ground
- The ‘class’ divide was considered at least as important – if not more important – than any generation divide and would need to be taken into account when running the programme. It was felt that this programme should aim to bridge this divide and bring together people of ability from across the whole community.

Challenges

- Disillusionment of the community in the UK with the situation in Pakistan. This was particularly marked amongst the younger generation, many of whom did not want to be identified as Pakistani because the country's image is so poor.
- The fact that many British people of Pakistani heritage are focussed on dealing with challenges in the community here in the UK. As one person explained "the current mantra amongst some is 'home not homeland'"
- Security issues which could be a barrier to people getting involved in Pakistan – some of the people interviewed travel regularly to Pakistan, some travel regularly but only to certain cities or regions, and some no longer go there either because of their own concerns or the concerns of their family
- The lack of engagement of some younger people with Pakistan - they see themselves as British and their focus is on their life here not on Pakistan. One person explained "young people who achieve just want to be seen as achievers – not from any particular background. They don't want to be defined as Pakistani"
- Corruption – many have had their fingers burnt in their attempts to provide help and/or funds and are reluctant to let that happen again. As one person explained 'there are lots of examples – I know someone who tried to build a school in Pakistan – half of the money was pocketed'.

Opportunities

- The strong ties that many still feel to Pakistan and their desire to make a contribution and see a transformation of the country
- The skill and talent of the Pakistani community in the UK
- The mood of change that is emerging in Pakistan which makes people in the UK community feel that there is hope for positive changes in Pakistan
- The fact that Mohammed Sarwa has left the UK and has gone back to Pakistan to become the Governor of the Punjab
- The enormous potential for Pakistan as a country. One person summed up the views of many "Pakistan is always seen as negative, never progressive, that is only one part of the story".

The community in the UK

The following issues emerged about the nature of the community in the UK:

- There is a North-South divide in the UK with many of the more affluent members of the community living in London and so being seen to be very far from the reality for most British Pakistanis. There is some resentment towards the London community in other parts of the country
- There is a distinct generational divide between what one interviewee described as “old guard first generation Diaspora” and the third and fourth generation who have a very different relationship to Britain and to Pakistan
- Partly as a result of these divisions the community is quite fractured and there is relatively little “combined acumen”, as it was described by one interviewee, being applied to their involvement in Pakistan in comparison to other communities (e.g. the Indian community which is perceived to be more organized in its Diaspora activities). As one person put it “the Indian community invest and get behind a shared agenda”
- The Scottish (largely Punjabi) community is playing a prominent role in Scotland, perhaps because they are the largest minority ethnic group in the country representing approximately 1/3 of the total minority ethnic population. There are number of very prominent leaders of Pakistani heritage in Scottish public life.

Current Diaspora activities related to Pakistan

Our discussions with members of the Diaspora community suggest that there are very few Diaspora initiatives which bring together different parts of the community to act in concert. Most people were contributing to Pakistan in some way but through family connections and/or locally to where their family live.

This was supported by the findings from a report of the Parliamentary International Development Committee in 2011. They were reviewing DFID programmes and a part of their report was dedicated to Pakistan Diaspora in the UK. They visited Derby to meet members of the Diaspora and found that:

- The community was involved with charity in Pakistan, including raising funds for schools and flood victims
- The Diaspora distrust of the Government of Pakistan and public officials due to the corruption and bribery they experienced on their visits there. As a result they have tended to finance small individual projects that they worked on in a personal capacity making sure the money they gave was managed by friends or family or even by themselves on visits
- The community was very keen to work with DFID to ensure funds were spent wisely through their connections or by volunteering their own time to DFID
- About 4,000-5,000 British Pakistanis travel to Pakistan every summer.

Nevertheless we did find a number of organisations that aim to connect the community with Pakistan and/or to develop initiatives to assist Pakistan. The organisations listed here were all mentioned by interviewees and in some cases were led by interviewees (either currently or in the past). We have not attempted to verify the quality or range of their activities. We simply tried to find organisations that are known in the community to be led by Diasporans or which are developing Diaspora activity. It is worth noting that most of the interviewees were not aware of any organisations that were specifically focused on Diaspora activities beyond those which were specifically set up for disaster relief.

The Samosa

“A unique and innovative platform which seeks to facilitate creative cooperation between Britain, Pakistan and the Diaspora.” It encourages debate about identity, politics, multiculturalism, human rights and development. It brings together opinion and hard fact.

www.thesamosa.co.uk.

Pakistan Calling

Pakistan Calling is a project aiming to increase awareness and support for Pakistani civil society organisations, and activists, working to tackle the country are many pressing social problems. It hopes to promote cross-cultural dialogue and community trust in the UK by profiling the many different faces of Pakistan and supporting filmmakers working in areas such as arts, social welfare and citizen journalism.

Pakistan Calling builds on a project run by the RSA and The Samosa in 2011. It provides a platform for film-makers in Pakistan and the UK, and articulates the many relationships between Britain and Pakistan.

www.thersa.org/events/video/pkcalling-videos

British Pakistan Foundation

BPF was established in 2010 to act as a key facilitator for the British Pakistani community and organisations working to support the socio-economic development of Pakistan and its people. It is committed to making social, economic and cultural connections between the UK and Pakistan. Its mission is to become the primary organisation connecting the Pakistani Diaspora and key stakeholders in the UK with those working to create a significant and sustainable impact on the socio-economic development of Pakistan. It has three main projects:

Women's Network

The Women's Network aims to bring together professional Pakistani women from across industry sectors and levels of seniority to create a space for ideas exchange, knowledge share and peer-to-peer support. The Women's Network caters to Pakistani women in all industries looking for support and wanting to expand their network.

Young Professionals

The British Pakistan Foundation Young Professional's Network (BPF YPN) is a network of young people - under 40 years of age - of all nationalities, interested in the socio-economic development of Pakistan. The main aim is to support the objectives of the British Pakistan Foundation by galvanising the support of, and in the process developing, students and young professionals.

Supporting Partners

The British Pakistan Foundation helps partners on the ground in Pakistan deliver various programmes from disaster relief to teacher and principle training.

<http://britishpakistanfoundation.com>

QED

QED was founded in December 1990 to help improve the educational, social and economic position of disadvantaged ethnic minorities. Their main focus is to enable and support mainstream organisations to work more effectively with disadvantaged ethnic minority communities. In addition QED manages social enterprises that deliver services in education, training, employment and health as a specialist provider. They work in partnership with public, private and the voluntary sectors to achieve these objectives... QED is led by leading members of the Pakistani Diaspora community and runs a number of projects in Pakistan.

<http://qed-uk.org>

Faith matters

Faith Matters is a not for profit organisation founded in 2005 which works to reduce extremism and inter-faith and intra-faith tensions and develop platforms for discourse and interaction between Muslim, Sikh, Christian, Jewish and Hindu communities across the globe. They have offices in the United Kingdom, Pakistan and the Middle East (Jerusalem).

Connecting Communities

The Connecting Communities project run by Faith Matters is based on the ideas of enhancing, focussing and activating the power of communities who are of Pakistani heritage, and who are citizens and permanent residents of the United Kingdom. This project aims to promote the rights of minorities and support local civil society in Pakistan in their protection of minority rights

<http://faith-matters.org>

Pakistan

Professionals Forum

The PPF is a non-profit, voluntary organisation. It aims to strengthen communities and build relationships by placing emphasis on service above self and empowering individuals to do better. They do this through a series of community events and organise self-development sessions. They aim to support those who shape the profile and image of the Pakistani community. Their mission is to promote and help improve perceptions of Pakistan in the UK and to enhance the standing of the Pakistan community within the UK. They do this through increasing awareness about Pakistan culture and providing leadership direction to Pakistani professionals in the community.

<http://www.ukppf.org>

read Foundation

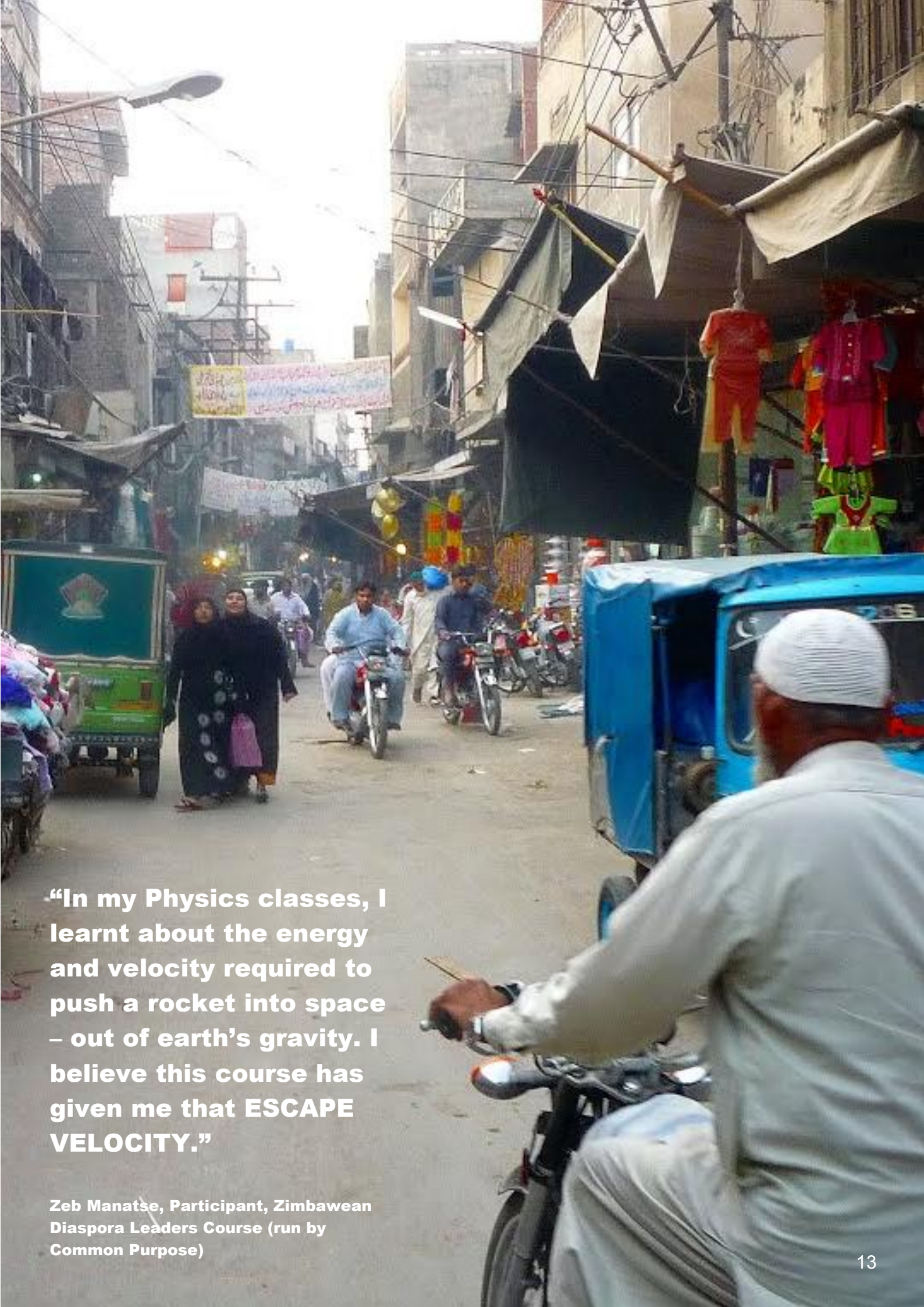
The foundation was set up in 1994 in Pakistan. It is a registered charity in the UK and runs over 340 schools. It educates 80,000 children and employs 4,000 teachers. It is the largest educational NGO in rural Pakistan and has close ties in the UK.

Islamic Relief

Islamic Relief is a UK registered charity that works in six areas including Education, Health, Water and Sanitation and Emergency relief. They operate development projects with local partners in 28 countries, including Pakistan. Although it is an international organisation it has major offices in the UK and the link between the UK and Pakistan is strong. They have several projects running in Pakistan at the moment, these vary from restoring farms to creating new jobs. Islamic Relief UK had a special fundraising project for Pakistan during the floods in 2010. It was run on their website and social media and was a Pakistan Floods Emergency Appeal. The appeal was supported all over the UK.

Jawaab

Jawaab is a not for profit organisation their aim is to raise awareness on socio-political issues, challenge xenophobia and break down negative perception of minority communities. They do this through a series of campaigns, which they categorize as grassroots, creative and informative. They have various projects one of which is focussed on the Pakistani Diaspora called "What does Paki mean to you?" the project speaks to young people and the changing perception of Pakistan in the UK. They also have a project called Grassroot Voices of Britain, which recently had its launch, a report on social and political issues that British Pakistanis are facing across the UK.



“In my Physics classes, I learnt about the energy and velocity required to push a rocket into space – out of earth’s gravity. I believe this course has given me that ESCAPE VELOCITY.”

Zeb Manatse, Participant, Zimbabwean
Diaspora Leaders Course (run by
Common Purpose)

Proposal

In the light of the findings from this study we would like to propose that a pilot Diaspora Leaders Programme be run with a view to developing a continuing programme over the longer term.

The overall aim of the Diaspora Leaders Programme would be to identify, support and bring together a group of Diaspora 'multipliers' so that they can achieve a greater impact in Pakistan. In so doing they would support the British Council's primary objective of developing, supporting and strengthening cultural relations between UK and Pakistan.

Objectives

To meet this overall aim we would propose a leadership programme that equips the participants with:

- greater strategic understanding of some of the key development challenges for Pakistan
- enhanced leadership skills, including the ability to 'Lead Beyond Authority' enabling them to become more effective leaders in their organisations, in the wider Diaspora community, and in their work for Pakistan
- a greater understanding Cultural Intelligence which will enable them to work more effectively across boundaries – cultural, national, sector – so that they are better equipped to work collaboratively with others to achieve their goals
- insight into how innovation works and the opportunity both to generate new ideas and develop existing ones which will produce a positive social and economic impact in Pakistan.

Course structure and location

Option 1

We would propose a four-day pilot course in the UK, held in Glasgow because of the particularly strong links between Glasgow and Lahore. Common Purpose has a team in Scotland who could support the delivery of the course locally.

The course would probably be held over a weekend so that the participants have the minimum time away from work and/or there is likely to be more family support for childcare. (We have assumed that this course is unlikely to be supported by people's employers). Our experience has shown that diversity encourages innovation, and we would aim for a participant group of 35-40 participants from different sectors and backgrounds. This provides for a level of diversity amongst the participants which will support the InnoVenture™ process (please see Methodology for a further description of this process).

The course could also be run in Manchester, Birmingham or London. These may be better locations from the point of view of accessibility from around the UK and the Pakistani communities in these cities are more diverse and larger. There is a risk that if the course is run in Glasgow that it would be seen as a Punjabi initiative and so could alienate other parts of the UK community. Common Purpose also has local teams in Manchester, Birmingham and London who can support the delivery of the course if it was decided that it should be run in one of those cities.

Glasgow, Birmingham and Manchester are all less advantageous locations from the point of view of attracting some speakers to join the course in person (particularly international development professionals) many of whom are based in London. Also, Common Purpose has its own training suite in London so the venue would be provided at low cost though pro-bono venues would be sought in Glasgow, Birmingham and Manchester.

Given the British Council's interest in Glasgow as a location we could consider running the course in Glasgow just after the Commonwealth Games in August 2014 when the Commonwealth Paralympics will be held. This would provide a broader logic for holding the course in Glasgow and perhaps mitigate the potential perception that this is a Punjabi initiative. It would have the additional benefit of enabling the participants to connect with leaders from Pakistan who are in the city for the Games. However, the timing would make this quite a challenge and would require a swift decision on support for the programme to make this feasible.

Option 2

The four-day course in Option 1 plus two follow-up days.

These follow-up days could be held in any major UK city as Common Purpose has experienced staff teams across the country and excellent networks of local leaders who have taken part in our courses. The location of these sessions is likely to be determined by ease of travel for the participants and the issues they wish to cover.

Option 3

Option 1 plus a visit to Pakistan. (This can also be run in parallel with the follow-up days in Option 2).

We would also propose that a smaller group of participants (probably 15-20) visit Pakistan after the first 4 day course.

A 3-day session would be arranged in Pakistan to enable the participants to explore their projects further and to connect with local leaders who have a knowledge/understanding of the issues that they wish to pursue. We are suggesting this approach because:

1. it is unlikely that all of the participants on the UK will wish to/be able to go to Pakistan
2. it is clear from the research that any trip to Pakistan must be highly focused and deliver real results in terms of the development of ideas and projects
3. of the cost and logistics of taking participants to Pakistan.

Decisions about who would attend the Pakistan element of the course would be made by the Advisory Group (see Recruitment and selection below) based on the ideas and projects they put forward. The participants would therefore have to make a case for their involvement in the Pakistan element of the programme. It could also be that teams working on a project nominate one of their members to do the Pakistan visit having successfully bid to the Advisory Group for the opportunity part in this second part of the course.

The participants

They will be Diaspora leaders and ‘multipliers’ from across the country. We would aim to bring together people with proven leadership ability from a wide range of sector, cultural and economic backgrounds, and would aim for at least 40% women. The course will be open to both emerging leaders or more established leaders, so could span a wide age range.

The participants would be people living in the UK who identify themselves as of Pakistani heritage. In the process of our research, we did identify a group who describe themselves as ‘expatriate’ Pakistani. Our initial findings suggest that they would not be interested in participating in such a course as participants but would perhaps take part as contributors.

Recruitment and selection

We would establish an Advisory Group of leading people from across the community. It will be very important that the Advisory Group members reflect the diversity of the Diaspora community in the UK so that this is not seen as the initiative of any particular group. Many of the people we spoke to felt that the unique selling point of this programme would be that it was for the whole community. Therefore key people (who are respected and with a track record of leadership) from different parts of the Diaspora would be sought to join the group. If an element of the programme were to be run in Pakistan it may also be important to have a small group of ‘champions’ there too.

The careful choice of Advisory Group members would be important in attracting ‘multipliers’ to join the course.

The role of the Advisory Group would be to provide advice and support to the delivery team on recruitment, and curriculum and to review the applications based on the following criteria. That the applicants:

- show leadership experience - wherever this was gained - and have made an impact
- demonstrate commitment and motivation to be involved in Pakistan
- represent a diverse cross-section of communities, sectors and backgrounds.

Whilst conducting this study we have identified a number of leading individuals and organisations from the UK Pakistani community who would be keen to help with the development of this programme. They could form the core of an Advisory Group and would no doubt provide support and assistance in other ways too, not least in persuading others to back the idea.

Curriculum

Before the course

We will ask participants to undertake two or three 'stakeholder interviews'. These are interviews with people who have an insight into the challenge/issue that the participants want to tackle and/or into the challenges of Diaspora leadership. This helps to maximise the impact of the course because participants begin the work before they arrive and it gives the group access to insights and expertise from a much wider group than the 30 people taking part.

Day one: Introduction to each other, the challenge of being a Diaspora leader

The participants discuss what they bring to the course; the insights gained from stakeholder interviews, and consider the leadership challenges that they face. They learn more about Diaspora leadership from guest contributors and from each other. This provides the foundation for the rest of the course, giving them a framework for working together.

Day two: Immersion in the issues

Participants spend the day exploring the different aspects of Diaspora leadership and international development challenges – they meet leading experts knowledgeable in the field, and innovators in that (or any) field to understand how they generate and prototype new ideas. They visit organisations to gain first-hand experience and interview their leaders. As far as possible this day will be designed around issues relevant to Pakistan. By the end of the day they begin to form their first ideas and/or how to develop existing ones.

Day three: The process of innovation

Through expert contributors and group exercises, the participants are introduced to the principles that guide the creation of new ideas and the prototypes that flow from them. They hear from leaders with a broad knowledge of the issues they are focusing on to help them develop their thinking and start to practice innovation themselves.

Day four: Creating solutions

Participants work in teams to refine and develop their ideas. Through consultations with their fellow participants and through research, they develop their solutions to present to a panel of experts and invited guests knowledgeable about Pakistan and/or in the field of international development.

Throughout the four days

Participants work in small, diverse teams as well as participating in the larger group sessions. It is in these smaller, and so more intimate, group-coaching sessions that they are able to explore their personal leadership challenges in more depth. In this process they build bridges, find areas of common interest, and forge relationships that will continue well beyond the end of the course.

Follow up days

These will be designed around the ideas that the participants are working on and wish to develop. They will include expert input on issues of international development and input from senior leaders, plus group coaching sessions and opportunities to continue to develop the network and exchange ideas.

Visit to Pakistan

The participants will have the opportunity to continue to develop their leadership learning and explore their ideas and projects in the context of a Pakistani city. They will meet leaders in fields relevant to their projects and to Diaspora leadership. The objective will be to move their ideas and project forward and to build relationships with potential supporters and collaborators in Pakistan.

Methodology

The demand for new thinking and ideas has seldom been greater. To achieve more with less, or simply to achieve more and more; to break away from the established; to see things with fresh eyes; to connect the parts.

The courses will be highly practical, with a curriculum built around material challenges faced by Diaspora leaders providing focus and an action-orientated approach. We will use the Common Purpose InnoVenture™ process to help participants develop innovative approaches to these challenges.

The process uses four essential ingredients:

1. work with participants to identify the complex and compelling challenges they want to address in the light of the broader international development issues – big enough (to be worth the effort) and small enough (to be manageable)
2. bring people together from very different backgrounds, sectors, angles and approaches
3. take the participants out into the 'real world' to see and explore some of the problems and the solutions in practice
4. create a climate in which this mixture of people and experiences becomes creative, exciting and productive.

The course will use the interplay between the themes of international development, effective Diaspora leadership and Leading Beyond Authority. A key element will be exposure to new information, people and places through:

- high level briefings from senior leaders
- discussions in small groups with leaders from different sectors and backgrounds
- immersion visits to a range of different organisations.

In parallel, through group work and sessions with facilitators, participants will be given an understanding of how innovators work – the key elements for producing new ideas – and finally, they will be invited to develop their own ideas. At the end of the course the participants will produce ideas (or develop existing ones) that could be prototyped in the 'real world'.

Our experience of leading diverse but interdependent groups to rapidly work together in a practical way makes this course game changing. We create a space where open dialogue can take place and where things can happen which are difficult to achieve in the wider environment.

Monitoring and Evaluation

The programme will be monitored as follows:

Method	How?	By whom?	Intervals
Internal Common Purpose monitoring systems	Assessment forms and discussions with participants	Course Director	At the beginning and end of the four-day course, on each follow-up day, and after the visit to Pakistan
Regular management monitoring	Monthly project management meetings	Project Leader	Monthly

Common Purpose has well developed participant feedback and monitoring systems. For this course participants will complete course assessment forms before and after the four-day course and the visit to Pakistan and daily assessment cards for the follow-up days.

Timelines

Set out below are the broad timelines for the delivery of the pilot course and the various options over a 12 month period.

Months 1-3	Months 4-6	Months 7-9	Months 10-12
Design and set up of course and participant selection	Run four-day leadership course plus one follow-up day	Run second follow-up day and visit to Pakistan	Evaluation and review and planning for Year 2

Two or three courses could be run over a 12 month period with the follow-up days and visit to Pakistan (if these options were included) being run towards the end of Year 1 and into Year 2.

Alumni

Participants will become Common Purpose alumni and will join our worldwide network of 40,000 leaders. They will be able to access this network via our unique alumni website, which will also enable them to connect with participants on other Diaspora courses. We also encourage participants to use social media to help them to remain connected - we are at the leading edge in the non-profit sector in our use of social media, and have years of experience in using these platforms both to successfully market products and to build participant groups, conversation and online communities around them.

The follow-up days and the visit to Pakistan provide opportunities to strengthen the bonds between members of the group and ultimately the alumni network. If a number of courses were run over a period then the follow-up days and visit to Pakistan could be thrown open to all alumni of the programmes which will serve to build relationships and continue the cross fertilisation of ideas.

If more than one course were run we would be keen to engage past alumni as contributors and as member so the Advisory Group for the same reason.

Working with the British Council

We would be keen to work with the British Council on the development of these courses. Our initial thoughts on this are that:

- the programme could be linked to existing British Council initiatives between the UK and Pakistan so potentially enhancing both
- The British Council's knowledge and experience in the UK and Pakistan could be particularly valuable for both participant recruitment and curriculum development
- British Council knowledge of Pakistan would be essential to the visit to Pakistan should this be chosen as part of the programme.

From our research we have learnt that there is a strong desire amongst the Diaspora to connect to the 'mainstream' and to work with organisations like the British Council that are having a positive impact in Pakistan. The British Council is seen as a trusted brand (particularly in Pakistan) as is Common Purpose and many of the people that we spoke to felt that the two organisations working together would give the programme credibility and a greater chance of success.

“The Pakistani community in the UK have an enormous amount to offer. Bringing leaders together to make the most of our collective knowledge and expertise could make a real difference to our ability to help tackle the challenges facing Pakistan.”

**Mohammed Ali,
Founder & Chief Executive, QED UK**



Appendix One

Terms of Reference

The specific responsibilities of the Consultant will be to conduct a feasibility study into the potential for leadership courses for Pakistani Diaspora leaders in the UK and to produce a report for the British Council on the findings from this study. The specific elements of this study will be to:

- i. Broadly map the UK Diaspora community
- ii. Identify key Diaspora leaders or ‘multipliers’. Do an analysis of (a) what these ‘multipliers’ have done, are doing and aim to achieve in Pakistan and (b) how the British Council can work with these multipliers to achieve its objective
- iii. Produce recommendations for the ways in which:
 - a. The British Council and Common Purpose can work together to develop Pakistani Diaspora leaders in the UK with details of the proposed courses including outline curriculum, costs and timescales.
 - b. The programme’s alumni network can be strengthened going forward
 - c. Elements of the programme being delivered in Pakistan itself.
- iv. Propose strategies for identifying and selecting a diversity of Diaspora leaders for the proposed courses who are ‘multipliers’ – that is, people who have the capabilities, the networks and connectivity back to Pakistan to enable them to deliver positive change.

Appendix Two

List of interviewees

The list below gives details of people interviewed who gave permission to have their names mentioned in this study.

Name	Title and Organisation
Tahira Khan	Registered General Nurse, Community Activist, Training Consultant, Cultural Consultant & Community Interpreter
Rizwan Hussain	Director & Founder of Jawaab
Fahd Beg	
Jehangir Malik	UK Director, Islamic Relief
Tommy Hutchinson	Founder & CEO, I-genius
Faraz Khan	CEO & Co-Founder SEED
Riaz Shah	Partner, Global Talent Leader - Assurance , EY
Shaista Gohir	Chair of Muslim Women's Network UK
Suniya Qureshi	CEO, Qismat Foundation
Adeeba Malik, MBE	Deputy Chief Executive, QED
Farkhanda Chaudhry	Farkhanda Chaudhry, Equalities Officer, East Renfrewshire Council and Community Activist within the Muslim Community
Hussein Kanji	
Mahroof Hussain	Rotherham Metropolitan Borough Council
Mohammed Ali	Founder & Chief Executive, QED
Mohammed Ayoub	The Pomegranate Project
Dr Mohammed Iqbal	Board Member, NHS Bradford City Clinical Commissioning Group President-Ahmadiyya Muslim Association, Bradford Founder & Vice Chair of Bradford Matters (Lobbying Group)
Mohammed Razaq	Mohammed Razaq- Executive Director of West Of Scotland Regional Equality Council Elected Councillor for the City of Glasgow
Mumtaz Bashir	
Najimme Parveen	Director, PATH Scotland
Nazir Afzal OBE	Chief Crown Prosecutor
Rizwan Ahmed	aka Riz MC, Actor and Rapper
Wakkas Khan	Member of the North West Board of HRH Prince of Wales Mosaic Trust
Mr Zulfiqar Ali Karim	CEO Giant Chillii Project

Appendix Three

Common Purpose

About us

Common Purpose is a global provider of leadership development and aims to help the people of the world to work together to solve common problems. We give people from the private, public and not-for-profit sectors the inspiration, skills and connections to become better leaders at work and in society

Founded 1989 as a not-for profit social enterprise, Common Purpose is both local and global. We run local courses for leaders in cities across the world and global programmes for leaders from over 100 countries across six continents. 4,000 leaders each year become Common Purpose alumni.

What we offer

- Sophisticated, experiential learning techniques developed over more than 20 years that bring diverse groups of people - from different backgrounds, genders, sectors, culture, countries, generations and outlooks - together to learn from one another
- Knowledge and experience of working with Diaspora leaders – we have run a series of courses for Zimbabwean leaders both in the UK and South Africa, for Libyan leaders in the UK and we are currently developing a course for African Diaspora leaders in the UK
- An understanding of the challenges facing leaders from countries in crisis or in periods of transition. We ran a €2 million capacity programme in Libya funded by the EU which began during the revolution in July 2011 and was completed in 2013. This means that we also have an understanding of how to manage the security challenges of running courses in such environments
- Strong connections to the UK Pakistani Diaspora (and the many communities within it) through our UK courses, which have been running since 1989 in cities across the UK. There are now more than 30,000 alumni of our UK courses alone.

www.commonpurpose.org

The contents of this proposal remain the commercial and intellectual property of Common Purpose at all times. No part of the proposal is to be disclosed, copied, or used for any other purpose without the permission of the Chief Executive of Common Purpose. Copying will only be permitted for tender evaluation purposes.

Common Purpose considers the proposal to be commercial and intellectually confidential and that disclosure of part, or all, of the proposal would prejudice our legitimate commercial interests. The proposal shall therefore remain confidential to the full extent permitted by law, and no part of the proposal is to be disclosed to any third party for any reason, whether under any freedom of access to information legislation or otherwise.

Alison Coburn
Chief Executive
Common Purpose International

Email: alison.coburn@commonpurpose.org
Mobile: +44 (0)7852 914670

Common Purpose International
Company Limited by Guarantee

Registered Office: Discovery House, 28-42 Banner Street, London EC1Y 8QE
Registered in England 3207453, Registered Charity 1056573

© Common Purpose 2014

