

IMPROVING REACH

END OF PROJECT REPORT

2008-2011

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Foreword by Ben Lloyd-Shogbesan, Chair of OEHRC

I feel extremely honoured to write this message as we share our report of the Improving Reach Project which we have been running for the last three years.

The Improving Reach Project gave us (OEHRC) the opportunity to work with twelve Black Asian Minority Ethnic (BAME) frontline organisations. Our work was about helping these organisations acquire the skills and resources it takes to become more efficient and effective. OEHRC takes this opportunity to thank the frontline organisations that we worked with in the course of this project. We appreciate that many of these institutions are run by volunteers who often have to juggle different responsibilities in order to champion the work and ideals of their organisations. At a time when all of us are in need of all the time we can find to eke out a living, moments that any volunteer spends on community work must be appreciated. Without such commitment, the wonderful and essential work that these frontline organisations are doing would not be accomplished.

We are deeply indebted to the Improving Reach Reference Group that played an advisory role to the project. The group met quarterly to learn about how the project was running. This group also played the role of what the OEHRC director rightly called “Critical Friends”. The members of the Reference Group generously offered not only their time, but also their invaluable skills and experiences. For any success that the Improving Reach Project may claim, these Critical Friends have been an integral part.

I take this opportunity to thank the Capacity Builders who funded the Improving Reach Project. Needless

to say, without this financial support, the project would not have taken off. We hope that as they review this report, Capacity Builders will conclude that they made the right decision in trusting the frontline organisations and us to do something worthwhile.

I am equally indebted to my colleagues who serve as OEHRC Trustees. My fellow Trustee found the time to give the project the support it needed. I am aware that there were moments when we (Trustees) came across as over demanding. This was only because we wanted to raise the bar of accountability so that our supporters and stakeholders would find us worthy stewards.

Last, but not the least, I would like to pay tribute to our indefatigable staff who wasted no time in engaging with the communities we intended to serve. I am aware that due to the challenge of finding suitable time to meet the volunteers who run the frontline organisations, OEHRC staff often had to work late in the evening when the volunteers had retired from their daily work. Our staff’s efforts went beyond the call of duty. Most importantly, they pushed these late hours with smiles on their faces.

There are many other people and organisations who, in one way or the other, contributed to the Improving Reach Project. We are truly grateful for your support. We hope this report presents the results you helped to orchestrate.

Director's Message

On behalf of OEHRC, I would like to share with you, the reader of this report, our reflections on some of the challenges that voluntary organisations are facing. These reflections come from the learning we have gained as an organisation while implementing the Improving Reach Project.

Change in the socio-economic and socio-political context:

In the wake of the economic challenges that the world has been facing for the last few years (and continues to face), the UK socio-economic environment has not been spared. Equally not spared are the different voluntary organisations that, over the years, have been supported by both public funds and private foundations. The situation has been exacerbated by the budget cuts under the leadership of the current coalition government whose philosophy of the Big Society puts a premium on less formalised community initiatives rather than the services offered by more formal and structured voluntary organisations. OEHRC, like many other organisations, believes that failure to support voluntary organisations that have proven track records of attending to the real needs of communities and individuals would be tantamount to throwing the baby with the bath water. We are not opposed to policy change if it will ensure that the needs of communities and vulnerable individuals are better served. In fact, we appreciate the view that given our socio-economic predicament, voluntary organisations – like all other institutions in society – should not simply become more resourceful but also practise increased frugality in the use of their resources. What we feel, however, is that policy shift requires extensive dialogues.

Dialogues must graduate into small scale experimentation before an initiative is scaled up. This is how costly mistakes may be avoided. As we engage in dialogue over the Big Society, we should also have the courage to try elements of it so that we can learn how it could or could not work. Open mindedness is the currency here.

Sustainable change takes time:

We have learnt from working with community organisations that change, particularly sustainable change, takes time and effort. While we gave our level best to the work with the Black Asian Minority Ethnic (BAME) frontline organisations, we equally understood that the process of passing on new skills and cultivating new organisational culture takes time. In comparison to the genuine needs of the communities, this project was serving, three years was not adequate to bring about sustainable change. Much as this project has produced wonderful results, these are mere indicators to what would have brought about real and lasting change. This reality notwithstanding, we hope that some of the important work that the communities we were privileged to serve have, done will lead to serving communities more effectively.

OEHRC is committed to learning. We hope you – the reader – will find the time to engage with us on the issues contained in this report. We will be most grateful if you could share your experiences and reflections with us so that we can keep on improving the way we serve individuals and communities.

Patrick Tolani - Director OEHRC

Background and Introduction

The Improving Reach project was a three year project funded by Capacity Builders which began in November 2008. The project had two aims:

- » **Oxfordshire Equality and Human Rights Council (OEHRC) formerly Oxfordshire Racial Equality Council (OREC) to acquire more skills and resources, in order to provide support services to third sector frontline organisations working with excluded communities in Oxfordshire.**
- » **OEHRC to support frontline organisations working with excluded communities such as refugees and asylum-seekers, migrant workers and the Gypsy/Roma and Traveller community to access services that would help them to become more efficient and effective in achieving their objectives.**

Activities were planned for each project aim. This report therefore presents the achievements and challenges in carrying out all the planned activities for both aims.

The report will end with reflections on the context in which the work that was initiated through the project will have to operate in and highlight the lessons learnt.



PROJECT AIM 1: BUILDING OEHRC'S CAPACITY

In order to help small Black Asian Minority Ethnic (BAME) organisations to become effective and efficient organisations, OEHRC had to lead by example. In this section the report highlights what OEHRC did to become a role model for frontline organisations. OEHRC was guided by the indicators and milestones that were presented under aim 1 in the project document in strengthening its internal capacity. The achievements and challenges will therefore be presented under the five indicators highlighted in the project document. Interventions outside the five indicators that were undertaken in building the capacity for OEHRC will also be highlighted.

Investors In People

Before proceeding to report on the achievements under project aim 1, we would like to state that OEHRC's success in meeting the standards required for receiving recognition as an Investors in People (IIP) was one of the key achievements in improving the capacity of the organisation. The process of obtaining the recognition itself offered OEHRC

opportunities for learning as it provided the tools for implementing good business practices and a roadmap for the continuous improvement of its performance through the management and development of staff. The ten indicators that every organisation has to work on to achieve the Investors in People Standard are shared below:

Strategic & Planning Indicators

1. Business strategy/ Business Plan (BP)
2. Learning & Development strategy
3. People management strategy
4. Leadership & management strategy

Doing Indicators

5. Management effectiveness
6. Recognition & reward
7. Involvement & empowerment
8. Learning & Development

Measuring & Evaluation Indicators

9. Performance measurement
10. Continuous improvement

The work on Investors in People Standard was an on going process. Methods of collecting data and information included a survey among OEHRC members and other participants at the Annual General Meeting, interviews with staff-members and volunteers. The final stage of the process involved interviews of selected people by an external assessor. The Assessment Report stresses OEHRC's good co-operation with its trustees and stakeholders. It praises our clear vision, which is forward-looking and challenging, as well as our inclusive culture, which is reflected in the role of coaching and celebrating everybody's success.

Looking into the future we can say that going through this long learning experience, OEHRC successfully developed solid governance processes. Unfortunately sustainability of this achievement will be threatened with the end of the project and lack of funding to retain existing staff. This also puts in question the possibility of future assistance to other small frontline organisations in the process of building their capacity.

What did OEHRC set out to do in indicator 1?

Attract, train and retain high quality Trustees who can provide world class governance for OEHRC.

What has been achieved?

The first important and challenging task at the start of Improving Reach Project was to adjust the composition of the Board of Trustees and recruit new members to join. We needed highly motivated people who would bring experience and expertise of specific issues crucial to OEHRC becoming an effective and efficient organisation.

The process we used in inviting people to join the Board of Trustees followed the principles of inclusiveness and fair representation, with the main focus on inviting representatives from different minority groups and from the BAME frontline organisations working with excluded communities.

As a result we recruited seven new Trustees from different ethnic minority and other minority groups which significantly improved OEHRC's capacity. The new Trustees brought knowledge and understanding of the communities they represent to the Board, which vastly helped our work on the Improving Reach Project. In addition they also provided the advice to shape the new broader Equality and Human Rights work which OEHRC had been developing at that time.



Richard Lawless one of the seven new Trustees shares his experience here:

What did OEHRC set out to do in indicator 2?

Attract, train and retain highly skilled and motivated staff team for OEHRC.

What has been achieved?

The first step to ensure the success of the Improving Reach Project was to recruit professional staff responsible for implementation of the project. Two staff members, who represented different but complementary skills, were recruited in November 2008 for the posts of Fundraising and Project Development Officer and Outreach and Marketing Development Officer. Commenting on the recruitment of staff Chinta Kallie one of OEHRC's board members said:

We had the good fortune of having recruited staff who are not only experts in their respective fields, but are also highly motivated and committed to fulfilling the aims and objectives of the project as well as keeping in mind the broader goals of OEHRC.. They wasted no time in making the links with the BAME communities. Although we have been very successful in having the services of very competent staff, I am disheartened that we are not going to continue this very important work due to the cuts in the support given to the voluntary sector. Useful and critical community work will be abandoned even though it is more essential than ever in the current climate of funding cutbacks. My overall learning from this project, however, is that if you have dedicated and qualified staff, their work helps to enhance the organisation's reputation.

The enthusiasm and energy of the OEHRC Executive Director was my first attraction to the organisation. He approached me when the organisation was making a transition from focusing on 'racial equality' to embracing all the Equality strands of our county's Human Rights Law. I felt this was an important cause to be associated with and contribute towards. We are lucky that the board of trustees is made up of people with diverse areas of expertise. The trustees have generously made available their expertise in strategy formulation, information and technology and fundraising to the organisation. Personally, I enjoyed offering my time as a volunteer manger for the Resource Centre which provides an important service to frontline organisations.

One of the challenges that OEHRC had faced in the past was having a staff member present in the office at all times. Through the successful application to Lloyds TSB Foundation for a grant, we were able to employ a staff member for two years for the position of Finance and Administration Officer. This funding allowed OEHRC to have the office open at all times with a staff member available to attend to the clients and organisations that needed our support. The Finance and Administration Officer introduced a standardised accounting system which records day-to-day financial matters and made more specific future business plans. OEHRC can now provide professional financial reports which are accessible to the general public or to anyone requiring accurate information about financial management as well as any necessary documents to governing bodies and funders. The Finance and Administration Officer also developed a data base for OEHRC.



With the support from Strategic Legal Funding for 2009-2011 from the Equalities and Human Rights Commission (EHRC), OEHRC in conjunction with the Oxford Citizens Advice Bureau were able secure funding to appoint an Equality and Human Rights Caseworker/Coordinator. This enabled us to continue providing legal advice and representation services, and run a programme raising awareness of equality and human rights issues within Oxfordshire.

Having competent and qualified staff mattered in achieving project aim 1. OEHRC has recognised the importance of staff continuously renewing their skills.

The time and the cost of the training for the staff was the big challenge for OEHRC. To overcome this OEHRC developed an internal innovative process to ensure that every staff member would benefit from important training. The person who attended the training or information event shared the experience with other staff members at a session organised within the organisation.

One of the examples of this approach was the Director's work, following the need to develop our skills in human rights work, after OEHRC broadened the scope of its work to include all strands of equality. He attended a series of training sessions on Human Rights Courses. This equipped him with knowledge and skills to run awareness raising sessions on equality and human rights for staff and Board members as well as other public sector organizations.

The second example is that of the Outreach and Marketing Development Officer who attended

training on Human Rights and Business. After the training she made a presentation about what she had learnt at a staff meeting.

Throughout the Improving Reach Project, OEHRC also recruited and trained many volunteers from the BAME communities. Although it was difficult to retain them for a long time working in OEHRC, it provided volunteers with a opportunities for experience and learning in the voluntary sector.

What did OEHRC set out to do in indicator 3?

Develop and agree OEHRC's Strategic Steer and the Business Plan for 2009-2014.

What has been achieved?

As a result of the external environment and internal learning experiences OEHRC needed to rethink its strategy. The external factors included economic recession and funding shortages, as well as changes in the character of race-related prejudice.

The internal learning experiences from case and community work have given us a better understanding of the inter-relation of equality, diversity and human rights issues.

OEHRC having more capacity was able to broaden its scope of activities. This officially took effect at our AGM on 20 July, when the Oxfordshire Racial Equality Council (OREC) officially changed its name to the Oxfordshire Equality and Human Rights Council (OEHRC) to mark the changes in the organisation's

aims and objectives. This covered all areas of equality and human rights, including race, age, disability, sexual orientation, faith and gender. This required OEHRC to develop new strategic objectives and new work programmes adjusted to new areas of work as Patrick Tolani the Director of OEHRC explains here:



What did OEHRC set out to do in indicator 4?

Develop and put into full operation OEHRC's Funding Strategy document

What has been achieved?

To ensure sustainability of our work OEHRC needed to develop a strong funding strategy. We submitted altogether 17 applications to various funders focusing on the issues we found important through our work such as; helping small organisations

In our development of strategy and business plan, we involved all stakeholders: funders, service users and trustees. We have generated a lot of insights that have enabled us to do some of the significant work we have done as an organisation. Because the process was inclusive, we managed to secure the buy-in and commitment of significant groups and individuals. From the Improving Reach project, I have come to learn that strategy and planning must have a human face. Planning and strategy must be about the real issues that matter to the stakeholders. At a personal level, this project has helped me further grow my understanding of our communities and what matters most to them.

to build their capacity, tackling under-achievement by ethnic minority children in schools and addressing stigma attached to mental health issues among ethnic minorities. There are many lessons that we have learnt in regard to funding as highlighted by Ben Lloyd-Shogbesan the Board Chair of OEHRC.

It is very important that voluntary groups do not rely only on state funding institutions. If these institutions change, and they are likely to on the basis of who is in government, voluntary organisations can be crippled, as we are currently witnessing. It is important to diversify your funding partners. Over reliance on one funding source can kill projects regardless of whether the work being done is valuable to the beneficiaries or not. Equally important to successful project work is having in-house expertise for fundraising so that the needs and interests of potential 'funders' and the 'fundraising organisations' can be effectively served. Internal fundraising capacity makes voluntary organisations nimble and agile enough to withstand shocks and changes.



What did OEHRC set out to do in indicator 5?

Upgrade OEHRC's operating systems; procure computer software that can help OEHRC deliver its remit more efficiently.

What has been achieved?

OEHRC was able to invest in changing the ICT infrastructure of the office. The old system was changed. The new system now being used in OEHRC has remarkably improved the efficiency of staff and service delivery for clients. Some of the ICT Software that were procured and are currently in use are:

- » Change of the Office Operating System to the New Microsoft Outlook.
- » Procurement of the Accounting Sage Package through which the accounting system of OEHRC was completely overhauled and modernized.
- » Procurement and installation of the Sage Payroll System. Until 2008 OEHRC used to depend on the Oxford City Council to manage its payroll. The Oxford City Council stopped providing the service to all the Charities that were benefiting from its payroll system. Through our Improving Reach Programme, we were able to set up our own Payroll System.
- » The most dramatic improvement to our system occurred with the development and installation of our Case Management System called LegisSQL. This has simplified and completely changed the way OEHRC manages casework in the office. The

Equality and Human Rights Commission (EHRC) is seeking to adopt the software for all the Racial Equality Councils in the country.

OEHRC also put into place administrative systems in order to enhance its effectiveness and efficiency levels as explained by Endah Paton, former OEHRC Finance and Administration officer.

OEHRC has established good controls in the accounting department. The organisation acquired a very good software to support routine administration and accounting work. Prior to the 2008/9 financial year, audits used to take two weeks to complete. Since 2009, the organisation has been taking two hours to do the same audit work. This is because now we have monthly reconciliation of accounts that brings all financial matters to date. All administrative work is backed by hard copy evidence. This has tremendously increased OEHRC's level of accountability. Having these systems has, in turn, increased the organisation's ability to plan and monitor its work.



Other interventions that contributed to building OEHRC's capacity

Making our work visible:

The recruitment of the new staff made it possible for **OEHRC** to launch the Quarterly Newsletter. The aim of the newsletter was to inform BAME organisations about **OEHRC's** work and improve communication with the membership.

The first **OEHRC** Newsletter was published in March 2009 and distributed widely among members and other stakeholders. We published altogether 8 Newsletters and put them on our website. We would also like on this occasion to thank OCVA for helping us with the newsletter distribution.

Through **OEHRC's** involvement in the Embrace network we were able to participate in the two Embrace events that gave us the opportunity to publicise our work. OEHRC also participated in the Volunteer Fairs organised by the Volunteer Centre.

Internal Policies and Systems

OEHRC's capacity in developing various important internal policies and systems, required for a professional standard of work, monitoring and evaluation has greatly

improved. Some of the new developed policies include: child protection policy and a performance management system. We also developed all the documents that were required for professional management of the Improving Reach Resource Centre. The policies include a Memorandum of Understanding, Registration Form, Health and Safety Policy and ICT Policy.

International Experience Sharing

As a result of building its capacity OEHRC was able to broaden the scope of activities to include some international co-operation and to share our experience with organizations from other countries. OEHRC hosted delegation visits from China, Poland and Romania.

Chinese Delegation Visit

A delegation of 14 officials from China's State Nationalities Affairs Commission (the supreme body



administering nationalities affairs in China) visited OEHRC on 1 December, 2009. The Commission drafts relevant laws and regulations, conducts research on nationalities affairs, as well as advises on policies regarding ethnic groups and religions. This was a great opportunity for OEHRC to share its experiences with them. Although the delegation members were interested in racial equality issues, most of their questions concerned gender equality policy and regulations in the UK.

Polish Study Visit

In February 2010, OEHRC hosted a Polish Local Government Study group, which included local Councillors and community leaders selected through a national competition. Numerous issues were discussed, including contacts between citizens and local authorities, how social needs are brought to the authorities' attention, and the mechanisms by which

these can alter policy according to citizens' needs. The programme included an introduction to the work of voluntary organisations such as OEHRC and OCVA, as well as an introduction to the Strategic Partnership work in Oxfordshire. Community leaders shared experiences on how communities in Oxfordshire interact with local authorities.

Active Citizens Programme

OEHRC is also working in partnership with Reachability on an exciting Active Citizens project, funded by the British Council. The general purpose of Active Citizens is to improve the contribution of people working for their local communities. In the case of this project, Reachability and OEHRC are developing a partnership with Romanian and Swedish organizations to work on under-achievement by ethnic minority children in schools and caring for the local environment.



Improving Reach Reference Group

OEHRC set up the Improving Reach Reference Group (IRRG) to provide a forum for sharing ideas and recommendations and to provide guidance on how to achieve the aims and objectives of the project in the most creative and effective way.

IRRG is an advisory group which was advising and monitoring the implementation of the project. The group was working with the Improving Reach staff, but was not a part of the governance structures of OEHRC. The main role of the Reference Group was to support and oversee delivery of the whole project.

To the Improving Reach Reference Group we invited the representatives of the small BAME frontline organisations working with excluded communities as well as various service provider organizations in Oxfordshire. IRRG was run through quarterly meetings. The Improving Reach Project staff prepared summary reports of the progress made in fulfilling the project outcomes and circulated them to the Reference Group a week before the meeting.



PROJECT AIM 2: BUILDING THE CAPACITY OF SMALL BAME FRONTLINE ORGANISATIONS

Unlike project aim 1 that focused on building the capacity of OEHRC, project aim 2's goal was to provide organisational development support to smaller BAME frontline organizations so that they could be more effective and efficient in delivering their objectives. Ten indicators were developed to fulfil this aim. This section therefore, presents what OEHRC achieved in working with small frontline organisations.

What did OEHRC set out to do in indicator 1?

Map and collate the needs and services available to frontline organisations in the county and develop outreach programmes to provide tailor-made services for isolated priority organisations in Oxfordshire.

What has been achieved?

Mapping out needs and services available for frontline organisations was an on-going exercise throughout the project. Funding emerged as the priority need expressed by all the frontline organisations. Subsequently, we organised a training workshop on Successful Fundraising Strategies. Frontline organisations that participated in the training

were: BK Luwo, Oxfordshire Community Forum, Roshni Women's Group, Focus Trust, Community Champions, Malayalee Club and ACKHI. The Big Lottery Fund, Oxford Community Foundation, OCVA and the City Council, generously shared their time, lessons and experiences.

Jamila Azad the Co-ordinator of Roshni Women's Group captured the critical question that most participants were seeking answers to:

“Can you please help me understand why most of our funding applications are not successful? What is it that we should do for our funding applications to be successful? I wish I had brought our applications which were not successful so that you could all have a look and tell me why these applications were not successful.”

In response to Jamila's question the speakers at the training workshop revealed that in most cases where



funding applications were unsuccessful the project outcomes were not clear. Following the observation made by the speakers, participants requested that they be trained on how to write project outcomes. In response OEHRC organised a training workshop on 'outcomes' facilitated by Hilary Burr of OCVA. Unfortunately, most of the participants who called for

this training did not attend despite confirming their participation. Consistency and following up on issues was one major challenge that we faced working with the small frontline organisations.

OEHRC also responded to individual community and frontline organisations as highlighted by Filda of BK Luwo.

“ Since OEHRC begun working with us it gave me hope. I said to myself here is an organisation working with people within my category. I knew I could run to them for inspiration on how I could improve my BK Luwo. Few things that happened were that, we sat down and reviewed how we were running as an organisation and looked at how we could improve. We also looked at what we would need to do to be registered. We started very well and it was very inspiring. Unfortunately, I was unwell and this seems to have impacted on the process that was started. I wish this process had been completed. With OEHRC's support we were able to meet one of our objectives for a learning outing. The result of our learning visit to Rainbow Venue in Banbury was very good. We were hoping to do more of these with OEHRC. We were looking at OEHRC as a body that we could run to for assistance, for example in fund raising and organising cultural activities to enhance our work. We are sad to hear that the Improving Reach Project is coming to an end. ”

Adding her voice to what impact the Improving Reach Project had on BK Luwo, Zita shares her organisation's experience of going to Oxfam.

“ We departed from BK Luwo at 10:00 am with the goods by taxi. Having been greeted at Oxfam House we were shown a table in the Atrium. Here we laid out our clothes and set up our stall. This was in the main hallway where everyone working for Oxfam passed on their way to the restaurant. We had a little interest in the morning but more so at lunchtime. Overall sales were good and we were able to talk to people about BK Luwo and distribute leaflets about our workshop. All in all we had a profitable and enjoyable morning at Oxfam. We are very grateful to OEHRC for organising the sale for us and creating this opportunity to visit Oxfam. ”

What did OEHRC set out to do in Indicator 2?

Conduct skills audit for organizations with a view of identifying skills gap and help to identify resources to meet the needs.

What has been achieved?

Skills audit/needs assessment of 12 Black Asian Minority Ethnic (BAME) frontline organisations in Oxfordshire was conducted in the first year of the project. The list of identified needs was shared with the Development Team Manager of Oxfordshire Community and Voluntary Action (OCVA). The purpose of sharing with OCVA was to get support in meeting the identified needs.

The process that was used in identifying the needs allowed the groups to reflect on what they were seeking to achieve. For example, Roshni Women's Group comprising of Pakistani women, prepared the collage to illustrate what the group was seeking to achieve.

Describing the collage in words, the women said they would like to see a Roshni where:

- » Its organisational facilitators are bi-lingual
- » Women members of the association are able to seize opportunities because their confidence has grown and they understand the different systems of the UK.
- » Women are able to socialise and have the chance

Roshni's Vision Collage



- of meeting others from different backgrounds.
- » Women are free to display or show their talents.
- » Shops and groceries that stock culturally relevant products existing within the cities where the women live.
- » Women are able to uphold their self-respect because they can practice their culture and religion freely and proudly.
- » Women are aware of their rights and, therefore, able to claim and defend them.
- » Women have life-skills.
- » Women are able to access healthcare and, therefore, can focus on other interests.
- » Women feel integrated in society.

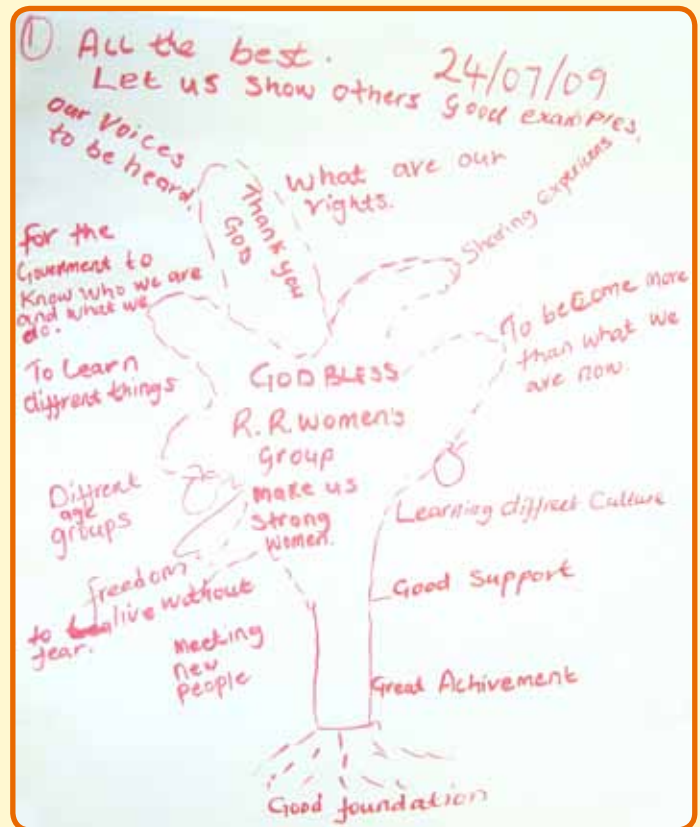
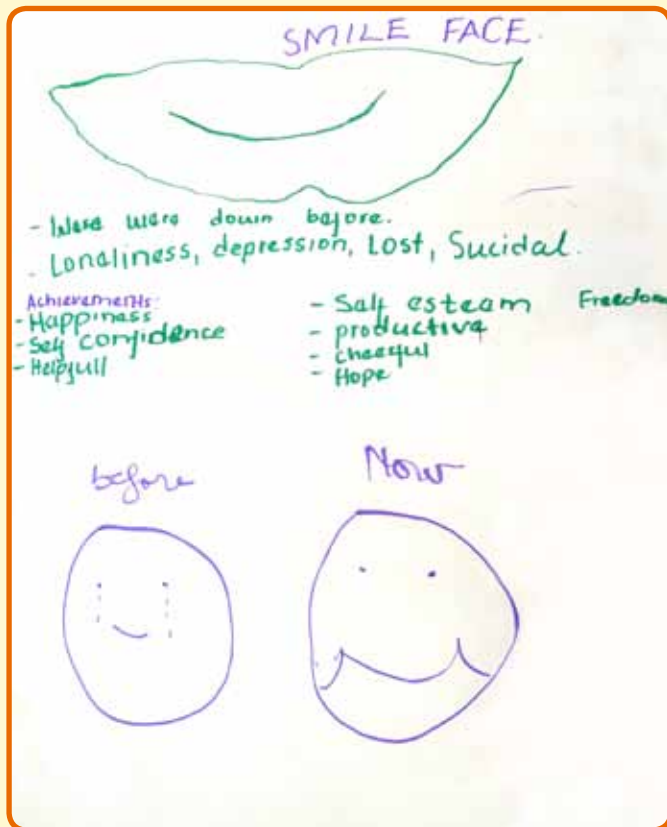
Another example of the outcome of the process for identifying the needs is of the Refugee Resource Women's Group. Similar to Roshni Women's Group, Eden Habtemichael of Refugee Resource Women's Group describing the process of identifying the needs said:

At a session attended by women from Somalia, Democratic Republic of Congo, Zimbabwe, Kenya, Burundi, Eritrea and Sri Lanka, we painted pictures of what we would like our group to achieve. We were divided into two groups and therefore we had two pictures. In a plenary session we shared what our

pictures were illustrating and thereafter we were helped to develop a vision statement for the group using the information we shared to explain our pictures. The vision we developed read as follows

- » To bring happiness to the women who come to the group sad through building their confidence and assisting them to become productive so that they may have hope for the future despite what they have gone through.

The pictures mentioned by Eden above are shown below.



The Refugee Women’s Group identified what they thought needed to happen to fulfil their vision and the skills that would be required to make this happen.

Goal	What it would take	Skills/competencies that would be required to realise the goal
Freedom & happiness	Publicising about the benefits of the Women’s Group through: <ul style="list-style-type: none"> » posters and leaflets that could be put in the buses, post office, GP’s, schools and solicitors offices, churches, community centres » Speaking about the Women’s Groups at appropriate forums. 	<ul style="list-style-type: none"> » Good communication skills » Good command of English and other languages » Self confidence
Women knowing their rights as Refugees	<ul style="list-style-type: none"> » Lobbying for change of policies regarding refugees e.g. women with expertise and experience to be allowed to work while waiting to be granted status. 	<ul style="list-style-type: none"> » Lobbying and advocacy skills
Getting the voices of the Women Refugees heard	<ul style="list-style-type: none"> » Get the voices of the individual women’s experiences in the Women’s Group heard by Social Services, Immigration Department, GPs, and the Job Centre 	<ul style="list-style-type: none"> » Skills on how to organise information to effectively tell personal stories
Learning Different Cultures	<ul style="list-style-type: none"> » Identifying various ways through which cultures can be shared such as cooking demonstrations, dancing, music, singing and games and sport. 	<ul style="list-style-type: none"> » Organising skills

What was the focus for indicator 3?

Assist small organisations to formulate their internal policies around: Equal Opportunities, Financial Management; Health and Safety; Employment Law and Policy; Fundraising Strategy and assist them develop their Business Plan.

What has been achieved?

This was one of the most challenging indicators to achieve. With the guidance of the Reference Group, our plan was to have one or two organisations that we could assist in formulating their internal policies and then later using these as examples to others.

This, however, did not work as planned in that we did not manage to get any of the processes we initiated completed. As indicated by Filda, BK Luwo was one of those that had been identified, but due to her poor health the process that had started very well of helping BK Luwo to develop internal policies and be registered could not be completed.

Organising meetings with executive members of the frontline organisations in order to share with them the value of having internal policies and offering our support to develop these was a great challenge. Despite the challenge, we are happy to report that we were able to meet with the full executive of two of the twelve groups that we were working with and helped them to develop their business plans. While we completed the business plan for the first organisation, the second was still incomplete at the time of writing this report. The main stumbling block to the completion of the business plan for the second group is failure of the executive members to fulfil the tasks given to them. Efforts of getting these tasks accomplished through getting together in a meeting also proved difficult.

What did OEHRC set out to do in Indicator 4?

Assist small frontline organisations develop solid governance processes and introduce them to PQASSO and assist them to achieve accreditation.

What has been achieved?

Regrettably, we were not able to achieve much in assisting small frontline organisations in developing solid governance processes. The main obstacle to this, as highlighted earlier, was to get the members or office bearers together to discuss issues of governance. The OCVA Development Team was willing to meet the frontline organisations at a time and venue convenient to them but none of the organisations took up the offer. For some organisations during the whole life span of the project, we were only able to see one or two members. While appreciating that most of the members of the frontline organisations are volunteers, it raises a lot of questions on how committed they are to developing organisations with solid and effective governance structures. However, it is important to note that while the governance structures may not seem to be solid the frontline organisations still seem to get their work done. It is when funders want to see concrete evidence of governance processes in place, that this then becomes a task for the frontline organisations to achieve.

What did OEHRC set out to do in Indicator 5?

Assist small frontline organisations to recruit volunteers especially from their community and also assist them with volunteering policy.



What has been achieved?

To assist small frontline organisations to recruit volunteers, we depended on the Volunteer Centre. We provided the frontline organisation the information on how they could go about recruiting volunteers through the Volunteer Centre. We also encouraged the organisations to share widely what they were doing so that people interested in their work, could express interest in volunteering. For example, while the members of BK Luwo were happy with the activities that they were doing, they recognised that one of the areas that needed strengthening was the recruitment of more volunteers with diverse skills in the management committee. With the knowledge that some Oxfam staff would be interested in becoming volunteers for organisations such as BK Luwo, a lunch time talk on the work of BK Luwo was organized at the Oxfam office. Unfortunately, the lunch time talk could not take place as planned because the only member who was ready to speak from BK Luwo was unwell.

What did OEHRC set out to do in indicator 6?

Assist the frontline organisations to improve on their ICT infrastructure.

What has been achieved?

Different activities contributed to improving the ICT infrastructure for frontline organisations. The activities included OEHRC's quarterly newsletter through which the community organisations were able to share information about what they were doing to the wider society. The OEHRC website though not maintained as regularly as we would have liked, was also another channel through which information from the community organisations was shared.

On the other hand, OEHRC acted as a conduit for organisations wanting to reach out to ethnic minority organisations by assisting them in disseminating or getting information. At times it was the organisations

that we were working with that required support in photocopying and disseminating flyers for the community events. Junie James, in sharing her views

about the impact of the project on her organisation acknowledged that it benefited from the support in ICT as highlighted below:

“ The impact of the project has been mutually beneficial in that we have been able to share ideas and receive support in the form of resources such as photo copying and printing. I personally appreciated the support in helping me get some of the Government documents which I used as points of reference. Signposting OEHRC to groups in the community in particular the West Indian Day Centre, with a view to IRR being able to provide support to the Group in getting access to funding, their legal status and other governance issues. I distanced myself from OREC/OEHRC for many years and got attracted back. I liked the changes that were being made. OEHRC working towards being a more independent and effective organisation and steering the path for smaller frontline organisations and community groups. For instance, the Community Action Group which was constituted to act as a voice for people of African descent and heritage received a lot of input from OEHRC when the Group were exploring how people could be empowered to actively participate in community life. The group was helped to clarify what it was that they wanted to do.

One of the lessons that I have learnt through this project is that being part of a bigger group has more benefits as one is able to bounce ideas with others. Do not focus on being destructive but constructive. I would suggest for the future, more training needs to be organised similar to outcomes training that was facilitated by OCVA so as to give people the skills that will enable them write successful funding bids. It will even be better if the training courses had qualifications that were accredited and can add value for employment opportunities.

Lately, the Resource facilities in Cowley Road has been of immense help, particularly with internet access, printing and photocopying and providing meeting space for groups to meet and plan.

”



What did OEHRC set out to do in indicator 7?

Assist the Gypsy and Traveller Community to develop an umbrella organisation

What has been achieved?

Facilitating the development of an umbrella organisation that could represent the Gypsy and Traveller Community proved to be a great challenge in that all efforts made to reach out to Gypsy and

Traveller Communities in the County seemed unachievable. The only group that we were able to reach out to and work with was the Redbridge Travellers Women's Group. As much as we would have liked to have developed an umbrella organisation during the life span of the project, we are of the view that the work done through the Redbridge Women's Group had a great impact. Here below are views expressed by Kit Gaffey the leader of the Redbridge Women's Group.

“Meeting Aggie has been a bonus. Before the project we were not properly included and recognised as part of the ethnic minority communities. Therefore, we didn't have a lot of interaction with other communities. We started getting involved with the other ethnic minority activities when Aggie started working with the group. It was lovely meeting people who came to the Discussion Forums. We felt included even when they were talking about their groups. They never made us feel inferior. We didn't feel that we were different from other minority groups especially women. We met amazing people. From listening to other people we were able to get ideas on what we could use in our community. We also shared our views which were found useful to individuals and their groups. We have had a positive experience.

One of the highlights is the learning visit to Banbury. Although, I did not come along as I was away at the time, all the girls say they had a lovely time. When they talk about the trip it is with smiles on their faces. The work that was done through the Education Committee was so enlightening that I felt like dragging some of the teachers and bringing them along. I remember at one of the meetings I attended, there was a presentation by a member of staff from EDAS working with the Caribbean children, and I and my colleagues who were at that meeting thought everything she presented was as if she was talking about our community. The negative impact was that of time. I say this because there were times when we were needed to participate in training or other activities and we were not able to as we had something to do. Similarly, when we had time Aggie was not available because she had something else to do.”

Adding her voice, Diana Senior who has worked with the Redbridge Women's group for over ten years had the following to say:

“The most profound impact for Gypsies and Travellers from the partnership with OEHRC has been the acknowledgement that English Romany Gypsies and Irish Travellers are indeed ethnic communities, and are accepted and work in partnership with the other ethnic communities in the county. The lack of acknowledgement of their ethnic identity and of the many positive aspects of their culture fed into the negative stereotypes commonly held about the communities, and this has been alleviated by the opportunities to talk through these issues with other communities.



A further positive outcome for Gypsies and Travellers in the city has come from the support of OEHRC in including them in opportunities to help shape decisions about the way in which the communities are best supported. For example, when the Gypsy and Traveller service was merged with a larger service dedicated to supporting education and training for the communities, OEHRC ensured that Gypsy and Traveller representatives had the opportunity to meet and question potential applicants for the managerial posts. With support from Aggie, the Redbridge Women have had the opportunity to confront and think of ways of ameliorating the under-achievement of far too many brilliant young Romany Gypsies and Travellers which has been exacerbated by the loss of the county's Advisory Service for the Education of Travellers. On a more convivial note the members of the Redbridge Traveller Women's group have very much enjoyed the opportunities for cultural and other exchanges with fellow members of Oxfordshire's vibrant communities. ”

The voices above have illustrated that the issues affecting the Gypsy and Traveller Community were well represented by the confident and knowledgeable members of the Redbridge Women Group. For instance, at one of the Discussion Forums where the three aspiring candidates for the parliamentary seat for East Oxford came to speak on the topic “Are Oxford's Ethnic Minorities Properly Represented?”, the representatives of the Redbridge Women's Group asked the speakers to explain what they meant by BAME communities. Not surprising to

the representatives of the Redbridge Women's Group, the Gypsy and Traveller Community were not included in the initial explanation given by the first speaker. It was only after being probed that the speaker acknowledged that the Gypsy and Traveller Community are part of the BAME community. It was encouraging to see representatives of the Gypsy and Traveller community voice their views.

What did OEHRC set out to do in indicator 8?

Develop a forum for Refugees and Migrant community in Oxfordshire and encourage them to participate in the life of the county.

What has been achieved?

OEHRC worked closely with Refugees and Migrant communities in Oxfordshire. The organisations we worked with included The Focus Trust, the Refugee Resource Women's Group and the Polish school. The organisations were supported according to their needs.

The Polish School in Oxford which teaches Polish language and culture to children was supported in the following:

- » Applying for a grant from Migration Impacts Project for English Language classes.
- » Building co-operation with Oxfordshire -Mind Polish service PRZESTRZEN
- » Supporting ESOL courses for Polish community by providing free venue in the Resource Centre and OEHRC premises.

Nick Ndebele, the Chair for the Focus Trust, shares the impact OEHRC (through the Improving Reach project) has had on his organisation below.

“

The relationship between the Focus Trust and OEHRC had its humble beginnings some time in 2008 when an officer of OEHRC Mrs Aggie Kalungu-Banda discovered the Trust operating from within the Banbury area. The Focus Trust had been operating from 2007 having been registered as a charity in November 2007. The Trust was formed in a response to the need identified mainly among the ethnic minority migrant community which though small then, was growing at a steady pace and with the growth of that community, the problems of integration.

At the first meeting between Aggie and I as Chairman of the Focus Trust which took place in my home which also serves as an office, I explained the work that was being done and the range of problems that The Focus Trust was attempting to help solve within the migrant community in Banbury and the surrounding areas. The problems ranged from those of accommodation, food, health, education, legal status and including some social issues. As the Focus Trust, we had not been aware of the existence of OEHRC but were somewhat aware that there were other organisations helping refugees and asylum seekers in Oxford and other Regions. Through the discussion with Aggie the Focus Trust became aware that there was OEHRC and other voluntary organisations such as OCVA that were ready and happy to assist the Trust to deliver the services it intended better and more efficiently. Through OEHRC, the Trust was made aware of other

existing networks which we became part of including my involvement in the Improving Reach Project Reference Group. Other organisations that the Focus Trust has established a network with thanks to OEHRC are Refugee Action, and Refugee Resource. The Trust has gained confidence in its delivery capacity through the support of OEHRC and attending the leadership/management training organised by OCVA. Through OEHRC, the Focus Trust developed a grand Business Plan for Funding which unfortunately, has become one of the casualties of the funding cuts.

There are obviously several lessons that the Focus Trust has learnt in the brief 2 to 3 years relationship with OEHRC including the realisation of the importance and potential of the organisation as a frontline actor in service delivery in the community. The Trust also gained knowledge of the services that both the County and District Councils give to the community so as to better assist members access those services. It is a very big disappointment that at a time that the Focus Trust and other front line organisations were finding feet in the society so as to uplift the quality of life of the community as the Cherwell District Council's Cohesion efforts were proving, these activities and the relationship of OEHRC with the front line organisations has to come to an abrupt end due to funding constraints. ”

Some of the support that was given to the Refugee Resource Women's Group has been highlighted under

indicator 1. In addition to the support already highlighted the Refugee Women's Group together with BK Luwo participated in a learning visit that was organised in collaboration with the Rainbow Venue in Banbury.

What did OEHRC set out to do in indicator 9?

Encourage partnership working for small priority organisation with a view to enhancing more efficient use of limited resources.

What has been achieved?

The Education Committee which was constituted to take the lead in addressing the problem of underachievement of children from ethnic minority



communities is an example of partnership working. OEHRC sees this as an example for partnership working because of the manner in which it developed.

OEHRC made contact with the Oxfordshire Community Forum which was established to address the underachievement of ethnic minority children in

schools. We learnt that the organisation was working well in the initial years when it had committed members and also financial resources. However, there were still some members who were still interested and committed but were limited in terms of taking the work of the organisation forward as shared by the Mr Alam the founding Chair of the organisation below:

I feel very sad that the children from the Pakistani, Bangladeshi and Caribbean communities are still underachieving in schools and I can not do much about this because of my poor health. All the people from these communities need to work together with the schools and the Education Department so that our children may have a brighter future. Oxfordshire Community Forum does not have the capacity that we had in the past so OEHRC needs to take the lead on this issue of underachievement of ethnic minority children.

Following discussions with Oxfordshire Community Forum we began the process of linking them up with other BAME groups that also had an interest in the underachievement of ethnic minority children. Eventually, the Education Committee came to be formed with representatives from almost all the ethnic minority communities. Below is what the Education committee set out to do:

- » To meet with parents to gather information that will be presented to the County Council Education Department.
- » To represent the views of the ethnic minority community to the County Council.
- » To regularly monitor the level of achievement amongst the ethnic minority children in schools.
- » To hold sessions where parents of ethnic minority children can get information on how they can be involved in their children's education.
- » To bring various community groups together to

consider and evaluate the local education policies.

- » To check that the LEA are doing what they are legally & morally supposed to be doing.
- » Make recommendations to OFSTED that they meet parents of ethnic minority children during their visits to schools.
- » Track the progress the schools are making in reducing the numbers of children who are underachieving.
- » To explore the re-introduction of the role that OREC used to play in schools of counsellor/ mediator/ advocate among teacher, parent and child

The first step that OEHRC took in supporting the work of the Education Committee was to establish contact with the Education Department and the Manager of the former Ethnic Minority Achievement Service (EMAS) now EDAS in particular. Following the contact made with the Education Department the representatives of the ethnic minority

communities were invited to participate in the pre-selection interviews for the new position of Oxfordshire Racial Equality and Diversity School Manager. The participation of the community representatives was highly appreciated in an email sent to the community representatives after the interviews and failed recruitment.

The Education Committee closely followed the changes that were going on regarding EMAS and Advisory Service for the Education of Travellers (ASET).

The challenge that the Education Committee faces is the lack of consistency of attendance at meetings by the members. Of late, meetings had to be cancelled because of poor attendance. Even with the suggestion that some meetings be held in the evenings to give members who go to work an opportunity to attend, attendance has not improved. The other significant action to increase capacity and build partnership between frontline organisations was the opening of the Cowley Improving Reach Resource Centre. The Cowley Improving Reach Resource

Centre is situated in the Old Music Hall on Cowley Road. The idea of setting up the Cowley Improving Reach Resource Centre which was officially launched on April 27, 2010 emerged through our work with the BAME communities. We learnt through the project that one of the major challenges which the community organisations were facing is the lack of a regular space for working and holding meetings. Cowley Improving Reach Resource Centre has, therefore, been set up to assist the local community organisations in Oxford to organise their work and enjoy access to computers, the Internet, photocopier, printer and meeting rooms. Only organisations with no funding for these facilities can use the Resource Centre. Organisations using the Centre are encouraged to share experiences and explore the possibilities for partnership working. In their feedback, service users stress that the Resource Centre has fundamental importance for local small organisations and disadvantaged communities.

A Director for the English Language Course for the Polish community Jolanta Maciejewska reflecting on the Resource Centre said:

We are very grateful to OEHRC for letting us use the Resource Centre as it is very important for our community to have a place where we can meet and improve our skills such as speaking English language. We would be very happy to have the opportunity to co-operate with OEHRC in the future. We are very grateful for all support and understanding we have received from OEHRC in the last year.

The above sentiments were echoed by Jennifer Tolban, Chair of Oxfordshire BAME Community

Champions and Volunteer Manager for the Resource Centre, who remarked as follows:

My experience of using the Resource Centre has been fine. I find it an invaluable resource to support the development of OBMECC. It has in a sense given me my life back in some ways. I was running everything from home. It ran into my personal life and my boundaries were always being

breached. Now I can separate the work from my life. I can go home and shut the door and start again tomorrow. It has allowed me some structure. It has also facilitated access to other resources like other groups whom if I were at home would have to make so much more effort to contact and communicate with. It has allowed me to easily engage with other humans sharing myself and benefiting from them sharing with me. It has allowed me the feeling of having an office space. It is much more professional (respect winning) way to present the organisation. ”

Expressing her views on the Resource Centre

Amantha Edmead of Kuumba Nia Arts said:

“ The space has been invaluable for Kuumba Nia Arts when emergency rehearsal space was needed, and also as an office space to catch up on paper work and admin/ with reasonable printing costs (when working), really great for the interim while I create work and funding to support the costs of an independent space. Some of the conversations I’ve had with our members have been helpful and it would be great to build networking and sharing, meetings, where information can be shared and partnerships formed. ”

From the Resource Centre service users feedback, it is evident that this is a vital service for the frontline organisations. However, for the centre to continue providing the service it needs funding. OEHRC has made applications for funding to keep the centre running but so far has not been successful.

What did OEHRC set out to do in indicator 10?

Develop a more efficient users and BME Organisation Forum in Oxfordshire that will be able to speak for the isolated community in Oxfordshire.

What was achieved?

OEHRC supported the work of the OBMECC which represent various BAME groups and was seen as a good base for developing a more efficient users

and BAME Organisations Forum in Oxfordshire. In collaboration with Uni Network OEHRC assisted the Community Champions to hold a visioning workshop and receive coaching in organisation development from an external consultant identified by OEHRC. We also assisted in preparing the funding application to Capacity Builders for a project on raising voices of men as victims of domestic violence. The funding application was successful but unfortunately the funding was withdrawn for another priority area.

Quarterly Discussion Forums were introduced as a means through which issues affecting BAME communities could be discussed. The Discussion Forums were open to the public and the attendance varied from 20 to 30 people.

The topic for the first Discussion Forum which was launched on 23 July 2009, was **“Surviving the**

recession through innovation". Aided by two outstanding speakers - Richard Beresford, director of the Centre for Creativity and Enterprise Development at Oxford Brookes University Business School; and Lonah Hebditch, director of ARISE Enterprises - participants debated how BAME communities can stay entrepreneurial and productive during the economic downturn.

"Representation of BAME communities in the local media" was another topic that was covered. Keynote speakers included editors from the Oxford Times, BBC Radio and ITV. Representatives of BAME frontline organizations who attended the meeting were pleased to have the opportunity to make personal contact with senior media staff, while the media representatives were also glad to establish links with BAME frontline groups.

The other topic which was of much interest and

Conclusion

As we conclude our report, we reflect on the current socio-political context and highlight the key lessons we have learnt in the course of the Improving Reach Project.

Reflections on the socio-political context

There are a number of current and emerging issues that form the context in which the voluntary sector has to and will continue to operate. Firstly, there is the wider issue of our society still dealing with the fragile rise from the economic turbulences we have experienced in the last few years. Resources are not simply more limited,

attracted a lot of people was, **"Are Oxford's Ethnic Minorities Properly Represented?"** Speakers included parliamentary candidates for East Oxford in the May 2010 elections: Andrew Smith MP (Labour), Steve Goddard (Liberal Democrats) and Ed Argar (Conservatives). The discussion was lively and wide-ranging. Issues raised included under-achievement among ethnic minority children at schools, inequality of health and employment, and the lack of representation on local councils and boards, especially in East Oxford. OEHRC received positive feedback with local authority representatives pointing out that it was useful to hear the concerns of ethnic minority communities in the area.

"Breaking the Cycle of Deprivation" was also one of the topics that was covered and the speaker for this discussion was Andrew Maliphant from Oxfordshire PCT.

but also hard to come by. Most institutions have had to cut their services and operations. Others have had to completely close shop. The voluntary sector has not been spared. For the lucky organisations that are still in existence, learning new survival techniques has become number one priority.

Second, due to the change in the political context of the UK, the voluntary sector is being asked to re-invent itself. Under the current coalition government, the premium has been put on the Big Society concept whose aim is building "...a society where the leading force for progress is social responsibility, not state control" (www.conservative.com/news). This context

calls for deeper dialogue among the different stakeholders and the government so that individuals and communities do not emerge worse off.

Third, and equally arising from the philosophies of the current government, is the dialogue on the notion of multiculturalism. The multicultural society model is currently challenged with the assertion that it has led to the erosion of national identity, unity and a sense of civic duty. While this point can be accepted as valid, we should not go too far in the other direction, in the form of a new indifference and hostility towards minority groups. It is part of the role of the voluntary sector to engage in such dialogue without taking a narrow view. The focus should be about how to preserve what works for our society while, at the same time, having the courage to aspire to even better ways of building a vibrant and progressive Britain. One new task in the current environment will be to ensure ethnic differences and cultural traditions are not totally ignored. It will also be important to identify and support the changing needs of BAME communities, and to read these needs correctly.

The importance for working with BAME communities is highlighted by new statistics: Oxford currently has the second highest proportion of ethnic minorities among South East towns and cities (Office for National Statistics, February 2011); out of Oxford's 146,500 residents, 28 percent are from an ethnic minority. Through the Improving Reach Project OEHRC was able to support the small ethnic minority frontline organisations to build their capacity in order to become more effective and efficient in delivering their objectives. However, it is important to note that the impact of capacity-building for small organisations is often difficult to measure.

Lessons learnt

- » Partnerships built around the real needs of ethnic minority communities are more likely to succeed than efforts of an individual organisation. The work of the Education Committee and the setting up of the Resource Centre illustrates this.
- » When working with small frontline organisations as a helper you must focus on what is important to them and respond to their priorities.
- » Because Funders often demand that their stringent conditions be met, small and less formal organisations need the support of intermediary organisations such as OEHRC in order to access the resources they need to do their work.
- » Shifting organisation culture and ways of working requires a lot of patience and time. Although many frontline organisations that we supported were not consistent in responding to initiatives intended to help them this does not necessarily indicate that they were not interested in learning. The issue is that change in behaviour and attitudes takes time.
- » Learning through experience has the ability to inspire organisations whose networks are limited. This was demonstrated in the enthusiasm and energy by frontline organisations that had the opportunity of going on learning journeys.
- » There is need to explore innovative ways of convincing frontline organisations on the need of having organisation management systems in place. For example, introducing an award to the frontline organisation that has all management systems in place would be an incentive.

Appendix: TERMS OF REFERENCE FOR IMPROVING REACH REFERENCE GROUP

(February 2009, reviewed on 18th March 2010)

1. To support and oversee the delivery of the Improving Reach Project
2. To provide advice to the Improving Reach Project to ensure that the work being implemented is well done and relevant to the BME frontline organisations working with excluded communities.
3. To make recommendations on how to improve the delivery of the project outcomes
4. To play the role of good will ambassadors to the beneficiaries and supporters (actual and potential) of the project.
5. Provide an overview of initiatives which directly or indirectly impact on BME communities and help bring to the attention of OREC and OCVA issues affecting the communities.
6. Track the progress that the organisations/groups are making.

List of the Improving Reach Reference Group members

Filda Mary Ablkec-Lukonyomoi - BK LUWO, **Dominika Arkuszewska** - Polish Community/Oxfordshire Mind
Joya Banerjee - Udayan, **Junie James** - ACKHI, **Mary Hardwick** - PCT, **Lonah Hebditch** - Arise Enterprise,
Kate Hill - OCVA, **Chinta Kallie** - OEHRC, **Nicholas Ndebele** - The Focus Trust, **Diana Senior**, **Bishop Francis Waihenya** - Oxford Pastors Forum, **Abraham Woldegiorgis** - Terrence Higgins Trust (THT)

About the Report Writers



Aggie Kalungu-Banda has worked as the Outreach and Marketing Development Officer for the project. Before taking up this position Aggie was a freelance consultant focusing on three main areas; brokering cross sector collaboration; leadership and organisation development; gender and development. After March 31st Aggie can be reached through this email address: akalungubanda@yahoo.com



Dr Jolanta Babiuch-Luxmoore has on a part-time basis worked as Fundraising and Project Development Officer for the project while also working as an Associate Lecturer at Oxford Brookes University. Previously Jolanta taught at the Institute of Sociology of Warsaw University in Poland, as well as at the University of London, where she held a Post-Doctoral Fellowship before lecturing in Social Theory, Management and Organisational Studies. After March 31st Jolanta can be reached through this email address: jbabiuch-luxmoore@brookes.ac.uk



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