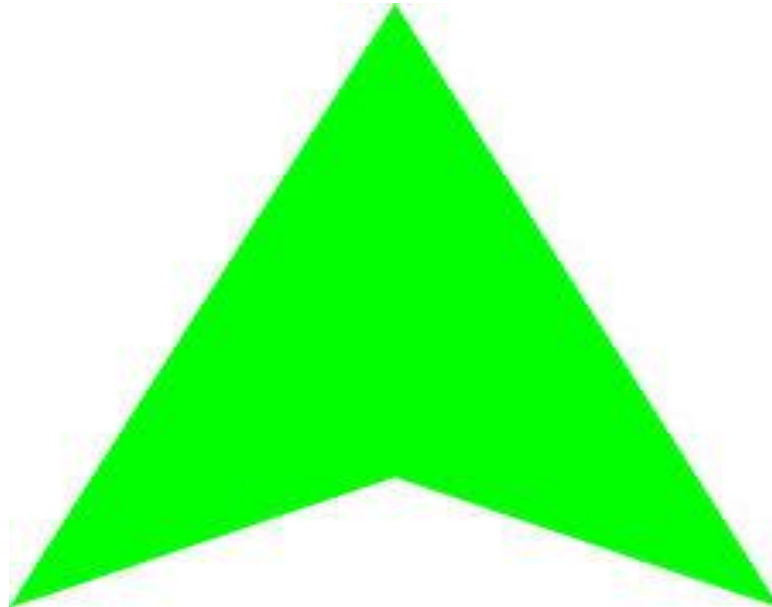




WHEAT Mentor Support Trust



**Five Year Business Plan
(April 2012 - March 2017)**

Updated July 2014

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1. Agency information

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Status: Charity

Charity Number: 1059386

Company Registration Number: N.A

Length of operation: 16 years

Website: www.wheatmentorsupport.org.uk

Bank: Lloyds Bank

Insurance: Hiscox

2. Executive Summary

Originally established in 1996 to alleviate poverty in the Horn of Africa, WHEAT Mentor Support Trust was restructured in 2004 to provide one-to-one mentoring support to Black and Asian Minority Ethnic and Refugee (BAMER) groups living in poverty in the United Kingdom. 'WHEAT' represents its clients' needs – **Welfare, Health, Employment, Access** to further/higher education and **Training** in life skills. WHEAT's logo in supportive hands also symbolises greenery, youthfulness, growth and development in all aspects of human life. WHEAT MST enables both mentees and their mentors half of whom are UK citizens to gain employment, education and training opportunities. Recent studies show that unemployment rate of refugees is 6 times higher than the national average. Newham, where the offices of WHEAT MST are based, is a home of the largest refugee and migrant population in the UK. There are over 300 refugee community organisations in this borough alone. The office of WHEAT MST is centrally located at Durning Hall Centre, less than a minute walk from the Forest Gate station. It is the only agency in the Borough providing mentoring services for BAMER groups

WHEAT MST's vision is to fight and defeat poverty within the refugee and migrant communities through successful integration. For the refugee and migrant children we provide a variety of activities – arts, dance, sports, gardening, food preparation, and farm visits to promote healthy eating within refugee families. Since 2007 we supported over 318 children and young people.

WHEAT MST gained valuable experiences from the best mentoring practices of Refugee and Migrant Project (RAMP) a '*Goldstar*' project and its fellow '*Goldstar*' mentoring projects across the Country as well as other refugee mentoring programmes such as Time Together of the TimeBank. We have established ourselves as a high quality mentoring provider in the London Borough of Newham. Our refugee mentoring service at RAMP had a success rate of 95% of employment for mentors and 98% of training and education for mentees between 2002 and 2006. We aim to repeat this success rate in the five year period. We also aim to assist other organisations in the UK and Overseas in setting-up their own mentoring schemes by providing training and consultancy in a bid to cascade the best practice of mentoring.

WHEAT MST had a budget of £10,000 when it started its children's programme in 2007/08 and 2008/09. In 2009/10; the budget was around £16,000; in 2010/11 over £21,000; in 2010/12 over £28,000 and in 2012/13 over £39,000. When the mentoring programme, children's activities, student placement scheme and consultancy services are fully operational, the budget will increase to over £250,000 over the 5 year period – an average of £50,000 a year. During this period, we are planning to match 150 mentors with 150 mentees. About 300 refugee and migrant children will be involved in a variety of activities and at least 25 social work students will be placed and 10 organisations will be assisted to set-up their own mentoring schemes. Setting up different medium sized mentor centres across the UK and overseas is the long term vision of WHEAT MST.

During 2010 and 2011 WHEAT MST matched 59 mentors with 59 mentees. We have developed excellent working relationships with mainstream organisations such as higher education institutions (University of East London, Goldsmiths College - University of London; Havering College of Further and Higher Education, Newham College of Further and Higher Education) as well as statutory and voluntary agencies such as Sandringham Primary School, Newham Volunteering (Work Place) Newham Volunteer Network, Redbridge Volunteer Service, Newham Voluntary Sector Consortium, Aston-Mansfield Community Involvement Unit, Plaistow Job Centre Plus, The Trinity Centre, the Refugee Council and most recently with AFFORD, DVA and BOND the latter focusing on overseas programmes. Our relations focus in cross referrals of potential mentors and mentees, fundraising, training and resource sharing. The networking capacity of WHEAT MST will be doubled during the five-year period.

WHEAT MST trustees, staff, volunteers and its membership are former mentors and mentees who have made a significant difference in their lives and the lives of so many refugees, migrants and other vulnerable people. The attributes of WHEAT MST's success are commitment, optimism, passion and ethnic diversity and the benevolence of different funders. We would like to express our gratitude to all our funders who provided their financial, material and training support generously.

3. Purpose and Objectives

3.1 Our vision, mission and values.

WHEAT MST has a vision of creating a strong and cohesive community, where every individual in the community is enabled to fully develop his or her potential without any discrimination whatsoever.

Its mission is helping to change the lives of people by enabling them to achieve their goals & aspirations. Many of our clients have had their education disrupted and are not in education, employment or training. This leaves them with fewer opportunities, low self esteem and increased vulnerability. WHEAT Mentor Support Trust strives to change the lives of these vulnerable groups of people such as refugees, migrants, asylum seekers, school drop outs, and the unemployed by helping them to discover and maximize their potential to the full.

Our values are Commitment, Optimism, Passion and Ethnic Diversity (COPED)

- Commitment - we are committed to attaining the best possible outcomes from the services we provide for our clients. Most of the work of WHEAT Mentor Support Trust is carried out by a group of very dedicated volunteers with a constant support and supervision from the Project Director and the Project Administrator and Professional Activity Leaders.
- Optimism - we remain optimistic about gaining positive results from our work. Most of our members are trained former mentors and mentees who have already made huge differences in their lives and the lives of others.
- Passion - WHEAT MST gives hope to the hopeless. It offers encouragement and motivates its clients to utilise their potentials fully. Staff and volunteers enjoy supporting the most disadvantaged people and work tirelessly to achieve results.
- Ethnic Diversity- ethnic and professional diversity of both mentors and mentees is at the root of the organisation's sustainability. There is a great deal of mutual cultural learning taking place at all stages of mentoring relationships between mentors and mentees and among fellow mentors and mentees who come from different cultural background. The range of the client groups varies from highly educated to non-educated, young and old, men and women, abled and disabled from different communities. The mentors are as diverse as the mentees. We are inclusive in our provision of services, delivery of training and our methods of recruitment, selection and assessment. For those who cannot read and write in English we provide translator/interpreters and also utilise tape recording.

3.2 Overall Aim

To enable BAMER and other vulnerable people from the mainstream society achieve their goals and aspirations through one-to-one mentor support, advice and advocacy and volunteering opportunities

3.3 Specific Aims

- To enable BAMER and other vulnerable people with less experience to develop their skills and confidence and make them employable
- To improve welfare and health among refugees, asylum seekers and migrants and other vulnerable people
- To cascade the best practice of mentoring by assisting other agencies to set up their own mentoring schemes
- To enhance community cohesion by bringing families together

3.4 When, How and Why WHEAT MST was Formed

In 1995 a small group of African expatriates from different professional background gathered to discuss how they could make a difference in the lives of their own people in the Horn of Africa who are suffering from hunger, ignorance and disease. The discussions focused on the magnitude of poverty in the region. Pertinent issues related to development and the duties and moral obligations of the Diaspora to pay back to society were high in the agenda. The group forwarded ideas which would enable them to participate in development activities in various sectors such as **Water** supply, **Health**, **Education**, **Agriculture** and **Transportation** (in short WHEAT sectors). Main areas of activities were research, training and consultancy services. However, as most of the founders returned to their country of origin, the WHEAT project came to a halt for a long period of time.

WHEAT Mentor Support Trust was originally set up in 1996 as WHEAT Agro-Industrial Research and Consultancy Trust by this group of concerned African expatriates with the aim of contributing its share in need alleviation in Africa. At the time, the term 'WHEAT' stood for Water, Health, Education, Agriculture, and Transport sectors all of which are basic essentials for a decent living but scantily available in rural Africa due to man-made and natural catastrophes. WHEAT Trust had been trying to support small overseas projects of non-governmental organizations (NGOs) that work in the above sectors with fundraising, research, training and consultancy services.

In November 2004, the organization was restructured as WHEAT Mentor Support Trust to include UK-based projects such as mentoring, befriending, coaching and tutoring vulnerable groups such as refugees and migrants. Through time the charity expanded in its scope of services while maintaining part of its original name, logo and ethos. WHEAT MST currently provides mentoring services to refugees, asylum seekers and migrants as well as capacity building to refugee community organizations and refugee agencies in the United Kingdom. The overseas projects also continued at basic levels. It provides workshops to various governmental and non-governmental agencies in Eastern African countries on setting up mentoring schemes to put homeless children from streets into schools, to integrate offenders and ex-offenders into their own communities, to bring young women whose livelihood depended on 'sex industry' into education, training and employment and also to help those in education to continue to a higher level. With its new structure, the name WHEAT now represents the needs of its clients in the UK: **W**elfare; **H**ealth, **E**mployment, **A**ccess to higher and further education and **T**raining in life

skills. WHEAT as a symbol of a green crop in supportive hands also epitomizes growth and development in all aspects of human life.

3.5 The Geographical Area

The office of WHEAT Mentoring Support Trust is situated in the London Borough of Newham in East London. Refugees and migrant of different cultural background – Tamil, Somali, Congolese, the Roma (from Poland, Romania, Kosovo and Bosnia), Iraqi's and Latin American just to mention a few live in this borough. Recent studies indicate that over 60% of the borough's population was from Black and Asian communities. Newham, where the offices of WHEAT MST are based, is a home of the largest migrant population in the whole of the United Kingdom. There are over 300 migrant community organisations in this borough alone. We are centrally located at Durning Hall Centre, less than a minute walk from the Forest Gate station at the junction of Romford Road and Wood grange Road. Newham is also one of the most deprived areas in the UK, indeed, in the bottom list of the 33 London boroughs.

Durning Hall Community Centre is among the biggest and busiest centres in the borough where several community activities and children's programmes are running on daily basis. However, WHEAT MST is the only mentoring programme for migrants in the whole borough of Newham. WHEAT MST has rented the office premises at the front side of the building. The gym in the second floor is hired for the children's activities.

WHEAT MST services are pan London. It opens its doors to all migrants and volunteer mentors who live in the city. Both mentors and mentees are drawn from the mainstream (host) society and migrant communities throughout London.

3.6 The Projects.

WHEAT MST provides the following services

i) The Refugee and Migrant Mentoring Service

This is a major programme of WHEAT MST. Mentoring has enabled many BAMER groups during their transition to realise their potentials, to enhance self-confidence and self-esteem; to improve their skills, and therefore to support themselves, their families and their communities. It has enabled them to create awareness of their rights and responsibilities during the process of integration into the mainstream society.

This programme was carried out between January and June 2010. 15 mentors received ten weeks accredited mentor training spread over two and half months. Half –way into the training the 15 mentors were matched with 15 mentees. The aim of this programme is to provide one-to-one mentoring support to refugees and migrants with Welfare, Health, Employment, and Access to further/higher education and Training needs in short, WHEAT needs.

Mentoring is relatively a recent phenomenon in the refugee settings. There are few refugee mentoring projects in the Capital which are by no means a match to the increasing needs and demands for the service. It can be said that WHEAT Mentor Support Trust is one of very few voluntary agencies running mentoring service for

refugees, asylum seekers and migrants in the United Kingdom. The timeline for the 6 month mentoring cycle involves recruitment, training (2 and half hours a week spread over three months); one day induction, 36 hours of one to one mentoring, support and supervision (individually and in groups) and monitoring and evaluation. Mentors are drawn from the mainstream society as well as from refugee communities across London while mentees come mainly from refugee communities.

Volunteer mentors will be provided accredited training by the Trust's own trained staff. Mentor training will be conducted prior to the start of the mentoring session, which will increase their ability to successfully communicate and provide support to the mentees. WHEAT volunteers are young graduates with a variety of skills and qualifications: IT, Finance, Database, Marketing, Teaching, Coaching etc.

ii) Children's Activities

WHEAT MST also supports children and young people aged 8-15 years and 16-19 years respectively with the aim of promoting their physical and mental well being, social skills and their successful integration into the host society and become good citizens. WHEAT MST started its children's activities in 2007 with grants from Local Network Fund.

Children and young people's activities include:

- **Music and Dance.** To enable children release their suppressed needs and to identify their talents through music & dance.
- **Art and Craft.** Through the use of colour, pattern and shape, the children explore different cultures thus giving them a sense of belonging within the wider world.
- **Sport.** To promote a healthier lifestyle by incorporating physical exercise and discipline through Basketball, Netball, Football and Table Tennis coaching.
- **Gardening, Food Preparation and Farm Visits.** To create awareness on healthy eating and the environment.

At least 50 children, 6 project leaders (sessional workers) and 15 volunteers will be involve the variety of activities

The mentoring programme and the children's activities will be led by the Executive Director who has accumulated a total of 10 years of work experience in coordinating mentoring programmes for various agencies: Birbeck College, University of London, Workforce Academy, Time Together of Timebank, and RAMP (Refugee and Migrant Project). He will be assisted by one part-time administrator who will be working for 3 days a week. The new Administrator will be recruited as soon as the grants are secured. 17 volunteers will be deployed for both the mentoring and children's projects; seven of whom for the children's activities who will be assisting the project leaders: Art Teacher, Dance Teacher and Sport Coach. Parents of the children will also be volunteers assisting the project leaders.

iii) Advice and Advocacy Through The Student Placement Scheme

Social work students from various universities and colleges are placed at WHEAT MST annually for their practice learning for 30, 50, 60, 80, 85, 90, 100 and 120 days depending on their level of placement and which university they come from. The students gain practical experiences while offering their services to our vulnerable clients. At least 5 student social workers who are placed by different universities will also take part in both programmes as their placement schemes.

v) Volunteering

Creating volunteering opportunities in other areas such as Administration, Finance, IT, Database, Marketing, organizing events etc. to enhance volunteers' employability.

iv) Assisting other Agencies

Very little is achieved in this area due to lack of funding. WHEAT MST still puts funding applications on behalf of a charitable association in northern Ethiopia known as Orthodox, Muslim and Catholic Unity Charitable Association (OMCUCA). At least 10 organisations will be assisted every year to set up their own mentoring schemes through one-to-one consultation services, providing training and workshops and assisting through fundraising.

vi) Events

WHEAT MST organises a number of events to bring people of different social, cultural and profession background for mutual cultural learning and information sharing. It also delivers event planning courses. At least three events will be running every year including Christmas and end of project celebrations.

Major milestones include:

- Creating a strong network of support with the local council, community and schools.
- Maintaining relationships with current fund and grant providers. (Send them newsletters with the achievements; success stories and case study)
- Developing a series of fundraising activities/initiatives in order to attract potential donors and fund providers that will successfully help in financing the operations of WHEAT Trust, its mentoring/befriending programme and the Children's Activities Project.
- Recruiting mentor and mentees for the mentoring sessions.
- Conducting effective accredited training for mentors prior to the start of the mentoring session, which will increase their ability to successfully communicate and provide support to the mentees.
- Organising the matching of mentors with mentees into various mentoring relationships rendered by WHEAT MST based on the goals of the mentee and the mentor's knowledge and skills.

- Employing an effective evaluation system to measure the progress of mentor and the mentee (follow-up- calls).

Durning Hall Community Centre is one of the biggest centres in the borough with several community activities and children's programmes are running. However, WHEAT MST is the only mentoring programme for migrants in the whole borough of Newham. WHEAT MST has rented the office premises and the gym is hired whenever the children's activities are running.

3.7 Client Groups

The beneficiaries of WHEAT MST are:

- Refugees, asylum seekers and migrants and their families
- Volunteers drawn from former refugees and UK citizens
- Refugee community organisations and other agencies in the United Kingdom.
- The children of refugees, asylum seekers and migrants, and of the mainstream society.
- Schools, universities, job centres and other agencies which refer clients to WHEAT MST.
- Small-sized projects in Africa which support vulnerable groups – street children, HIV/AIDs orphans, ex-offenders, school drop outs and those at risk of dropping out.
- Social Work Students

3.8 Delivery of the Projects

The one-to-one mentoring project is a six-month programme. Volunteer mentors are provided a 10-week mentor training followed by a one-day induction to both mentors and mentees before they are matched for their mentoring relationships. Monthly group reviews and two group lunches are organized within the six month programme where guest speakers are invited from service providers as well as enlightened former mentors and mentees who have become role models to inform and inspire new groups of mentors and mentees. With grants from Church Urban Fund, Lloyds TSB Foundation for England and Wales and Trust for London, WHEAT MST has carried out five 6-month mentoring programmes between January 2010 and June 2012. It has matched a total of 50 mentors with more than 70 mentees successfully. The Mentors are as diverse as the mentees themselves in terms of their ethnic and professional background.

The refugee and migrant children activities are run between 4.30 and 6.30pm on a weekly basis. Provision of activities takes the age and gender of the children into consideration. All types of activities [arts, dance, sports (football, basketball, snooker, skittle, skipping)] are provided at the Durning Hall Gym for children aged 8-15 years. Activities for young people aged 16-19 years (football, basketball and table tennis) take place at local youth centres and schools. Although most girls prefer art and dance and bigger boys kick balls, all types of activities are open to all children of different age groups and to girls and boys alike.

Children who are not involved in any of the above activities choose to participate in different other activities such as gardening, food preparation and computer. Art, dance and basketball activities are led by professional coaches. Children and their parents/guardians also organise farm and other trips. One adult is assigned to look after three children during the trips. One-to-one peer mentoring, befriending, tutoring support is also provided to children with special needs.

Advice and Advocacy Through the student placement scheme has become one of the major programmes of WHEAT MST since 2007. WHEAT MST provided a lot of learning opportunities to social work students enabling them to integrate theories and concepts into practice based on their learning needs. Their contributions have been incredibly helpful in the growth and development of WHEAT MST.

Support and supervision is provided at individual and group levels constantly.

The programmes of WHEAT Mentor Support Trust are two-fold: UK-based and Overseas. The UK-based project is aimed primarily at children and adults from migrant and refugee families but vulnerable individuals and families from the mainstream society are also welcomed. The overseas programmes are focused in the Horn of African countries such as Ethiopia and the Sudan.

Number of Services: 2007/8 - 2011/12

Project Year	Mentoring	Children and Young People	Advice and Advocacy	Volunteering	Consultancy (Oversees)
2007/8	-	45	5	7	2
2008/9	-	29	16	3	-
2009/10	56	20	15	20	1
2010/11	82	79	21	44	2
2011/12	69	53	10	27	3
Total	207	226	67	101	8
Projected Number of Service Users: 2012/13 - 2016/17					
2012/13	60 (-)	50 (82)	25 (-)	25 (29)	10 (1)
2013/14	60 (29)	50 (38)	25 (41)	25 (25)	10 (3)
2014/15	60	50	25	25	10
2015/16	60	50	25	25	10
2016/17	60	50	25	25	10
Total	300	250	125	125	50

3.9 Social and Environmental Impacts

Never has there been such a need for public, private, and the third sector organisations to rise to the challenges of delivering qualitative social services to the populace in the post-recession period; with rising unemployment and low social mobility; rise in youth apathy and violence; the inability of financial institutions to grant loans to businesses; and the ever increasing antipathy to immigration. These challenges also present opportunities to give back to the community and the nation at large by enacting programmes that help boost the morale of the young and the old towards national development. WHEAT MST represents the voice and vehicle to spearheading positive social growth within the community via various initiatives towards self empowerment.

Some families have no access to public funds or have limited resources. The families are unable to fund membership for their children at local sports clubs, or art clubs. Often the children are very lonely, isolated and 'bored' as they are often confined to their own homes. WHEAT Mentor Support Trust helps to alleviate these feelings by raising the level of their self esteem and self confidence and enable them to become good citizens and active members of the community.

WHEAT Mentor Support Trust strives to promote healthy eating, enhance physical and mental well being of vulnerable children and adults. It also creates good intergenerational relationships by increasing their social skills. WHEAT MST engages children and young people in gardening and farm trips in order to create environmental awareness and bring them closer to nature. The ultimate goal of WHEAT MST is to create a very strong, cohesive and inclusive communities living in harmony.

The projects run by WHEAT MST are in a direct response to the economic recession and growing unemployment. Supporting the whole family system whereby parents are involved in volunteering and the mentoring process enables them to develop life skills and career progression while their children are engaged in a variety of activities. This ensures that the children are not deprived from these activities meanwhile preventing children's involvement in anti-social behavior and crime.

Overcrowding is the major environmental problem for unemployed refugees/migrants. Ten to twelve people live in a single room as they cannot afford to pay rent and bills. In Africa, people die from lack of clean drinking water due to climate change mainly due to drought and flooding. Children particularly young girls drop out from schools due to cultural factors, for example, early marriages. WHEAT MST is trying to mitigate these problems by creating environmental awareness, cultural promotion and economic empowerment.

4. Analysis

4.1 Contextual Background

BAMER groups are often faced with social stigma/prejudices and low level of tolerance. They live in a vicious circle of ignorance, poverty and helplessness due to lack of education, language difficulties and lack of information. Refugees in particular face economic hardship due to lack of income and lack of jobs. They

cannot afford, for example, the cost of technology (mobiles, internet etc) and may feel that they are left behind as technology advances.

They also face political problems due to lack of involvement (voting rights for example) and due to the common European policies, which have far-reaching implications on the lives of refugees, asylum seekers and migrants. Refugees and asylum seekers particularly live in fear of persecution just in case they are deported to the country from which they were forced to flee. They also lack legal support, as they do not know very well the laws of the country. Many refugees, asylum seekers and migrants live in unhealthy and environmentally unfriendly conditions 8-10 people living in one room. Many of them sleep rough as they become homeless. They feel insecure, isolated and eventually become depressed. They encounter financial hardship, language and other communication barriers, culture shock, etc.

There are not enough counselling programmes and some of the refugees, asylum seekers and migrants lack understanding of the basics of time management and the need for information and co-operation from fellow refugee communities and refugee agencies and prefer to stay at home compounded with frustration and trauma.

Long term unemployment or underemployment is a cause for concern for refugees, asylum seekers and migrants as they can easily be deskilled after all years out of work. Other treats include racism, ageism, sexism, cultural differences, negative stereotyping of potential employers, other people's attitudes, loneliness, depression, which prevent them from becoming active citizens. Uncertainty about their career remains to be a real threat.

Nevertheless, on the positive side, there is a compelling fact that refugees, asylum seekers and migrants come with diverse skills and lifelong experiences. There is a great deal of cultural mutual learning taking place among refugees themselves and between refugee communities and host communities creating economic, social and cultural cohesion and therefore stronger and vibrant communities.

The support system exists within the communities and individual refugees albeit informally. An asylum seeker or a refugee desperate for information and advice first goes to a close friend or relative before looking for a refugee agency or refugee community. Refugees, asylum seekers and migrants are receptive to new ideas and with a little moral support and motivation they can easily be adaptable to their new environment. Tolerance, openness and flexibility are the virtues of many refugees, asylum seekers and migrants. Refugees, asylum seekers, and migrants are endowed with a variety of language skills, which could be considered as an asset for employment opportunities.

4.2 S.W.O.T. analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Experiences of best mentoring projects in the voluntary sector such as RAMP Gold Star Mentoring and Time together of Time Together mentoring projects • Membership of WHEAT Mentor Support Trust is made up of trained mentors (in the UK). • Increasing number of committed Volunteers. • Good Governance and Transparency 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Weak infrastructure. • Low funding • Lack of publicity • Business/Technological Knowhow • Branding issue.
<p>Opportunities</p> <ul style="list-style-type: none"> • The increasing need, demand and vested interest in the mentoring project across the communities, faith, voluntary, statutory sectors. • Increasing number of volunteers. • Increasing number of service users. • Untapped resources of the people involved in WHEAT MST projects • Growing interest in academic and applied research on refugee issues and immigration in general 	<p>Threats</p> <ul style="list-style-type: none"> • Lack of understanding the benefits of mentoring • High expectations of mentoring – taking it as a panacea for all ills • Rights and entitlements of refugees, asylum seekers and migrants eroded from time to time with new immigration legislations • Number of competitors increased • lack sustainability/uncertainty • Low funds and sponsorships • Europe’s anti-immigrant sentiments.

4.3 P.E.S.T.E.L (Political, Economic, Social, Technological, Environmental and Legal) analysis.

➤ Political

- There is no doubt that there is a political will by government to deliver on some of the key services that aligns with WHEAT MST’s initiatives i.e. community development, training and support etc.
- WHEAT MST stands to benefit from a vast number of social welfare policies ran by government and attempts should be geared towards identifying them and helping the government deliver on these initiatives.

- The anti-immigrant sentiment brewing all over Europe as a result of the global economic recession should prompt WHEAT MST to finding and filling in whatever gaps exist in the polity.

➤ **Economical**

- Rising unemployment in the country presents an opportunity for WHEAT MST to develop services geared towards youth employability and empowerment.
- Refugees and migrants can benefit from life skills training and development (which would be beneficial in time of voluntary repatriation), whilst still in the search of employment opportunity
- Need for refugees and migrants to rethink opportunities at home and out here in the UK.

➤ **Socio-cultural**

- Creating a cohesive and harmonious social engagement through WHEAT MST events and programmes in the neighbourhood.
- Promoting a mutual cultural learning among refugees and migrant of various background
- Lifting the wits of teenagers through an interactive remedial programme.

➤ **Technological**

- The use of the Internet and popular social media websites (Facebook, twitter etc.) as an engagement tool in aiding and coordinating WHEAT MST initiatives.
- The need to design an interactive website to help in asserting WHEAT MST as a reputable and reliable charity

➤ **Legal**

- The need to exploit acceptable legal frameworks and legislations that supports the operation of WHEAT through grants and other forms of assistance.

➤ **Environmental**

- The need to develop community centred initiatives that would win hearts and minds of civil populace.
- Research opportunities that may avail itself to WHEAT MST through the organisation of the Olympic in London in 2012

4.4 Evidence of need – e.g. surveys, research, new markets.

Mentoring is relatively a recent phenomenon in the refugee settings. There are few refugee mentoring projects in the Capital which are by no means a match to the increasing needs and demands for the service. It can be said that WHEAT Mentor Support Trust is one of very few voluntary agencies running mentoring service for refugees, asylum seekers and migrants in the United Kingdom

The need for refugee mentoring continues to be more pressing throughout the Western world and most certainly in the UK. European Union member states have formulated integration and citizenship policies, which at least in theory will encourage refugees and asylum seekers to integrate into the social and economic fabric of the countries of asylum. Refugees and asylum seekers need additional support at a one-to-one level in order to have access to social services; education/training and employment opportunities on the same level as nationals and integrate fully into the mainstream society. Research shows that 70-75% of refugees and asylum seekers are unemployed, staggeringly higher than the national average of less than 5%. Today, Britain needs 3000 dentists and there are over 700 unemployed refugee dentists, there are over 1000 medical doctors. Evidently, there are acute shortages of medical doctors, nurses and dentists. The sad irony is that there also refugee doctors, nurses, and dentists readily available to fill the gap with some sort of retraining and one-to-one mentoring support.

Today, refugees and asylum seekers face severe legal restrictions and economic hardships more than ever. Many asylum seekers are left without basic needs being met. Some rely on friends or relatives for food, clothing and shelter. In the absence of genuine integration practices, refugees and asylum seekers are left with a choice of either total assimilation or marginalization. Refugees and asylum seekers and their families need someone to talk to; someone to encourage them, someone to provide them emotional support, someone to provide them the necessary information and guidance on social services, educational/training and employment opportunities. They need more than ever someone to recognize them as human beings with talents and aspirations who can give back to society. They need their skills and their qualifications to be recognized and be able to apply them to earn their living and help themselves, their families and their communities.

4.5 Focus on the future.

A strategic plan

Strategic plans for WHEAT include expanding its services to wider range of areas with a maximum efficiency. They also include providing one-to-one mentoring support towards developing mentee's social and entrepreneurial skills; promoting integration of refugee and migrant children within the community; assisting organisations in the UK and Overseas in setting up mentoring schemes; providing advice and advocacy service; providing volunteering opportunities; running children and young people's activities which includes community languages; creating public awareness through-out the whole community. WHEAT MST will review its strategic plan every two to three years. WHEAT MST also needs to be more inclusive and leaves its doors wide open to non-refugee and non migrant communities as well. WHEAT MST will continue to work on its quality assurance such as accreditation of its training programmes and obtaining the Approved Provider Standard which we had started processing during the last few years.

5. Fundraising Strategy

WHEAT MST will continue to diversify the means and sources of income generating functions. While it will still rely heavily on funding applications, other options such as contracts and sub-contracts, donations, fundraising activities, and charging nominal fees for the mentor training, children and young people's activities and consultancy services will be explored. WHEAT had focused more on fundraising and service delivery and less on planning, marketing and quality assurance. Marketing its services by creating public awareness will be one of its main priorities. The social media such as the facebook and twitter will play a vital role in the promotion of its services.

Income Generating Activities

Sources of Income	Percent (%)
Funding Applications	65%
Contracts and Sub-Contracts	15%
Donations	10%
Fundraising Activities (Events)	5%
Fees	5%

6. Monitoring and Evaluation

- Monitoring and evaluation will be carried out to examine the mentoring process and identify outcomes. Monitoring and evaluation is not merely an investigation of how the programme is conducted but a means of learning that enables all stakeholders of the project to strive for excellence in the delivery of the mentoring service.
- Besides internal evaluation where mentors and mentee are involved, external evaluator is commissioned by WHEAT Mentor Support Trust to assess the impact of the service to the mentors and mentees and the community at large.

Internal Evaluation

The internal evaluation system will be developed to identify positive and negative outcomes in the delivery of the mentoring service.

Mentors

- Mentors provide monthly progress reports to the Mentoring Co-ordinator
- Mentors will be constantly evaluated through the support structures put in place: one to one, group meetings, training sessions, emails and telephone interviews

- When mentors finish their 6 months of mentoring they will be asked to fill in a final questionnaire to evaluate whether or not their expectations are met and to reflect on the impact on their mentees
- Observations in the mentors training
- Groups reviews and one-to-one meetings

Mentees

- Mentoring Coordinator will conduct face-to-face and telephone interviews with mentees to find out about the mentoring relationship from their perspective
- The results of initial questionnaires will be compared with the final questionnaires in order to see the journey the mentee followed i.e., to identify what s/he achieved and gained and whether s/he enjoyed the experience

External Evaluation

WHEAT Mentor Support Trust will commission an external evaluator to conduct an evaluation of the mentoring project and to provide an objective view of the project at the end of the five year period. The evaluation aims to identify outcomes of the project (for example, any changes to the mentees and mentors). It also looks at the processes of the project to see if they could be improved in any way.

The aims of the external evaluation are to:

- To look at the process and outcomes of the project from the perspectives of the mentees, mentors, project workers and referrers: specifically to look at the level of support given to mentors and mentees, effectiveness of recruitment process, stability of matches and level of investment in mentors and mentees, and accessibility of the project to refugee communities.
- To assess the impact of the project on the lives of those involved.
- To obtain feedback on how the delivery of the programmes could be improved.

The evaluator gains feedback from mentees by individual and paired interviews and evaluation questionnaires. Feedback from mentors will be obtained through evaluation forms and group interviews. Staff and referrers will be interviewed and other project documentation is being used. The evaluator will also attend and observe several sessions with mentees and mentors.

7. Management and Organisation

WHEAT MST elects a board of 7 trustees every year from the general Council. Membership of the organization is made up of former mentors and mentees.

- **Mr Tamiru Tesema (Vice-Chair) - B.A. (Hons)**, a community support worker with many years experience in Germany and the UK. Tamiru speaks German, Russian, Amharic, Oromic and English fluently. Tamiru is interested in advice and guidance. Tamiru is of Ethiopian origin.

- **Ms Margarate Baxter MBE** - Personal Adviser at Plaistow Job Centre Plus. Worked with WHEAT MST referring mentors, mentees and other volunteers for over four years. Out of 104 people Margo referred to WHEAT MST 47 moved into work. Margo also assists WHEAT MST in hosting events.
- **Ms Naglaa Ahmed Sadik Mustafa - MBA**, a graduate of the Chartered Institute of Linguists, Naglaa holds a Diploma in Public Service Interpreting and currently engaged as an Administrator and Language Assessor. Previously, a Statistics lecturer as well as a journalist and one time Coordinator for Fredrick Ebert Foundation in Sudan. She speaks Arabic and English fluently. Naglaa joined the Trustees board since 2004. Naglaa is of Sudanese origin
- **Senay Nega (Treasurer) - BA (Hons)** in Accounting with Mathematics (two subject degree). Taught students in classes in "Proficiency in Number". Looked after students with learning disabilities at day centres in East London. Performed the role of a Learning Assistant helping them with behavioural difficulties like paying attention to the teacher. Maths tutor at WHEAT Mentor Support Trust. Senay is of Eritrean origin
- **Dr. Magdalene Ogbeifun (Secretary) – MBBS**, NHS experience of 4 years as a Health Care worker in the UK. She was also practicing in Psychiatry. Dr Ogbeifun speaks Yoruba, Ishan and English fluently. She is interested in welfare & rehabilitation of people. Dr Ogbeifun is of Nigerian origin
- **Dr Amare Desta (PhD, MEd, MSc, BSc (Hons))** - Senior Lecturer in Information Systems & Course Director for Business Information Systems at London South Bank University. Dr Amare is also Chair of Global Knowledge Exchange Network (G-KEN) and Co-ordinator of Ethiopian Doctoral and Masters Academy (EDMA). Dr Amare is of Ethiopian origin
- **Ms Maluko Mahamed (Public Relation) - NVQ Level II in Business Administration**, a career and interpreter with several years of work experience is the Public Relations Officer. Maluko speaks Arabic, Amharic and English fluently. Maluko is of Ethiopian origin.

All of the above trustees were at one time professional mentors making a difference in the life of at least one refugee or migrant.

Chief Executive and senior team.

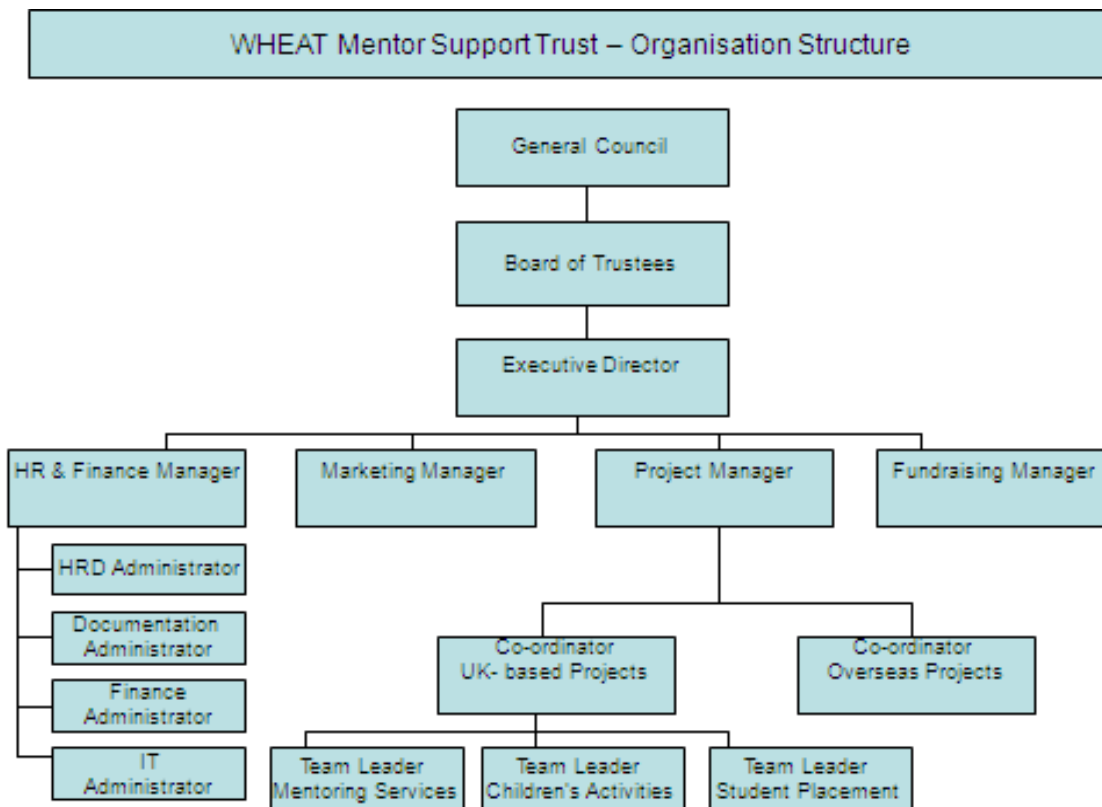
- Dr. Hailu Hagos Executive Director, a former refugee from Ethiopia, managed a **Gold Star** project of the Renewal RAMP Mentoring Service for 6 years. Before he came to the United Kingdom in September 1988 on a postgraduate scholarship programme he worked as a tutor, schoolteacher, management trainer and training coordinator for a total of 9 years of which the last 5 years were with the Ethiopian Management Institute.

After receiving his Masters and PhD degrees in Human Resources Development and Education respectively from the University of Manchester he worked for several

organisations namely the Refugee Council, Birkbeck College – University of London, Workforce Academy, TimeBank and Haringey Refugee Consortium in research & development projects as well as setting up mentoring schemes. He also helped setting up a mentoring project for Kent Refugee Action Network, Club 500 (Step Up), West Minster Volunteer Bureau, and New Routes/Roots at Norwich.

Dr. Hagos has actively participated in national and international conferences presenting research papers on refugee issues. He leads mentoring workshops during the annual conferences of National Mentoring Network (London Region) and later on the Mentoring and Befriending Foundation, Volunteering England, University of East London (UEL), Refugee Studies Programme (University of Oxford) and University of Hamburg, Germany.

As a volunteer, Dr. Hagos has assisted newly arrived refugees and asylum seekers who have reading and writing difficulties with their letters, as well as representing them in the Home Office, their GPs, and Housing etc. He volunteered for Ethiopian charities operating in London in relief work (fundraising) and development activities for drought and war victims particularly the internally displaced persons. He was at one time a volunteer publication officer of the Refugee Education and Training Advisory Service (RETAS), designing and producing monthly bulletins.



8. Communication and Marketing

This project will be publicised in different ways. It will be featured in the local press such as the Newham Magazine and Newham recorder. Radio Interviews and

announcements will be conducted at a local level or possibly at a national level. All these media outlets have been utilised in our previous programmes. Websites of other popular agencies will also be used to promote the programme. We will put the logos of EU and other funders in all the publicity materials – fliers, newsletters, leaflets and posters.

WHEAT Mentor Support Trust is the only charitable organisation which provides educational and leisure services to refugee and migrant children who cannot afford to pay fees for club membership in the London Borough of Newham. LBN is a home of the highest refugee and migrant population (60%) in the whole of London followed by London Borough of Haringey. It is estimated that over 200 refugee and migrant communities function in the London Borough of Newham alone. There is a huge potential for service users and volunteers alike.

Durning Hall Centre, where WHEAT Mentor Support Trust is housed is strategically located at the Heart of Newham, easily accessible by public transport. It is just less than a minute walk from Forest Gate Train Station and five minutes drive from Stratford Station.

Much of our publicity is done through word of mouth. As described earlier, the majority of the families are from former RAMP mentors and mentees. New families learn about the activities from those who have already participated. Many of them are also referred by other centres such as the Dropping Centre in Harold Road and the Food for a Penny Project also in Harold Centre.

Our programmes are now well known to the local authority which funded the children's activities and other voluntary organisations such as the NVSC and Aston Mansfield in Newham. At a national level, the activities of WHEAT Mentor Support are recognised by the National Mentoring and Befriending Foundation and many GoldStar mentoring projects. Our extensive work with other voluntary and statutory organisations and over 35 workshops and conferences in which we actively participated at international, national, and local levels have increased WHEAT MST's reputations. Social work students of well known universities who come to our centre on placement schemes act like our good will ambassadors. They spread our best practices and the good term of mentoring to the university communities' form which we obtain our potential mentors and mentees. The recruitment process employed by WHEAT MST involves advertising on www.do-it.org, in the local newspapers and on the WHEAT MST website.

In the future it is recommended to liaise with or distribute flyers in more educational institutions, faith communities, statutory and voluntary agencies.

9. Risk Assessments

The mentoring scheme is not as rosy process as it looks. It is full of challenges and uncertainties. Stringent restrictions imposed on the physical and social mobility of refugees and migrants; shortage of resources to tackle the immense problems faced by refugees and migrants; the migrants' high level of expectation and feeling of powerlessness on the part of the mentors when they failed to meet those expectations; time constraints on both mentors and mentees; lack of understanding of the mentoring concept and its benefits; language barriers; racism and xenophobia; incompatibility of the mentee and mentor's needs and aspirations; problems of reconciling cultural, personal and professional diversities are some of the problems just to mention a few.

Having built up considerable experience in mentoring we have built up resilience to deal with these factors during the delivery of our projects.

10. Development Plan

Priority 1 Developing the organization				
	Tasks	Success criteria – what will have happened to complete the task?	Completed by (date)	Responsibility (named person)
1.1	Review organisational structure Review constitution and ensure organisation working within objects	Structure agreed. Job descriptions Staff recruited agreed Constitution agreed; All activities fit with constitution		Trustees and Dr Hailu Hagos
1.2	Review structure of management committee Conduct training needs analysis	Management committee representative of beneficiary groups Appropriate skills in place; Training delivered		Trustees and Dr Hailu Hagos
1.3	Carry out research into need for organisation's activities	Research undertaken; Assessment of "competition" Needs identified		
1.4	Review vision, mission and values statements	Review with staff, management committee and other stakeholders; Amended statements; Stakeholders working to agreed statements		
1.5	Review policies, procedures (and membership rules)	Policies up to date; Training delivered, if required		
1.6	Develop monitoring and evaluation processes and conduct evaluation.	Internal Monitoring and Evaluation Research carried out for the period 2007/8 to 2011/12	October 2013	Dr Hailu Hagos
1.7	Review quality assurance process and consider quality mark			
1.8	Ensure all insurance, legal, audit, requirements are met	Insurance renewed	1st April 2014	Dr Hailu Hagos
1.9	Develop and implement a fundraising strategy	Strategy in place Funds successfully raised to meet expenditure	August 2013 Ongoing	Dr Hailu Hagos/Gillian Wells

Priority 2 Developing activities and services				
	Tasks	Success criteria – what will have happened to complete the task?	Completed by (date)	Responsibility (named person)
2.1	Evaluate all activities	Thorough evaluation in including user feedback produced to share with stakeholders and to evidence outcomes	October 2013	Dr Hailu Hagos
2.2.	Promotion of Services	Leaflets distributed throughout Borough; Build contact with local councilors and MP; Attendance of funding and network events		Dr Hailu Hagos
2.3.	Review of children's activities	Regular review and introduction of new activities based on needs		
2.4.	Accreditation of mentoring programme			
2.5.	Development of partnership working with OMCUCA (Adigrat, Ethiopia) on mentoring	MoU agreed between WHEAT MST and OMCUCA First Stakeholders London meeting in January 2014. Planning and delivery of second stakeholder meeting	10th May 2012 23rd January 2014 January 2015	Dr Hailu Hagos

11. Assets and Resources

WHEAT MST currently rents an office; hires training rooms, event halls, and the Gym.
It owns three computers and two printers, sport and art equipment; gardening tools and stationeries
It has one full time and one part time staff members, 11 volunteers 17 mentors and 7 trustees

12. Budget and Cashflow

Budget

THREE YEAR BUDGET - 2014 TO 2017	Column1	Column2	Column3	Column4
INCOME	2014/15	2015/16	2016/17	Total over 3
Funding Applications	32,300	32,946	33,605	98,851
Sub -contracts/tenders	31,200	31,824	32,460	95,484
Students Placement	8,000	8,160	8,323	24,483
Work Placement	1,300	1,326	1,353	3,979
Consultancy Fees	1,400	1,428	1,457	4,285
Events	1,050	1,071	1,092	3,213
Other	280	2,397	2,445	5,122
Shortfall to be made up	2,070		-	2,070
Total Income	77,600	79,152	80,735	237,487
EXPENSES				
Staff salaries	49,296	50,282	51,288	150,865
NI Employer's contribution	5,916	6,034	6,155	18,105
Office rent	7,957	8,116	8,278	24,352
Stationery	1,817	1,853	1,890	5,561
Telephone & broad band	911	929	948	2,788
Maintenance expenses	150	153	156	459
Accountant & Payroll fee	81	83	84	248
Insurance	212	216	221	649
Refreshment	1,170	1,193	1,217	3,581
Membership subscriptions	1,130	1,153	1,176	3,458
Travelling expenses	1,538	1,569	1,600	4,707
Stamps and postages	223	227	232	682
Events/Room Hire	5,810	5,926	6,045	17,781
Training/Coach	1,389	1,417	1,445	4,251
Total Expenses	77,600	79,152	80,735	237,487

Cash Flow

INCOME	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Funding Applications		15,000.00		3,000.00	1,500.00	4,000.00	1500.00	450.00	1,500.00	1,000.00	600.00	3,750.00	32,300.00
Sub -contracts/tenders	3,000.00	2,000.00	12,000.00		6,000.00	3,000.00		3,000.00	2,000.00	200.00			31,200.00
Students Placement										5,000.00	3,000.00		8,000.00
Work Placement		700.00	600.00										1,300.00
Consultancy Fees	300.00				500.00				300.00			300.00	1,400.00
Events			250.00		500.00				300.00				1,050.00
Other			235.00			45.00							280.00
Shortfall to be made up													2,350.00
Total Income	<u>3,300.00</u>	<u>17,700.00</u>	<u>12,850.00</u>	<u>3,000.00</u>	<u>8,500.00</u>	<u>7,000.00</u>	<u>1,500.00</u>	<u>3,450.00</u>	<u>4,100.00</u>	<u>6,200.00</u>	<u>3,600.00</u>	<u>4,050.00</u>	<u>75,250.00</u>
EXPENSES													
Staff salaries	4,108.00	4,108.00	4,108.00	4,108.00	4,108.00	4,108.00	4,108.00	4,108.00	4,108.00	4,108.00	4,108.00	4,108.00	49,296.00
NI Employer's contribution	493.00	493.00	493.00	493.00	493.00	493.00	493.00	493.00	493.00	493.00	493.00	493.00	5,916.00
Office rent	663.00	663.00	663.00	663.00	663.00	663.00	663.00	663.00	663.00	663.00	663.00	664.00	7,957.00
Stationery	62.00	282.00	330.00	94.00	652.00	158.00		110.00		97.00	20.00	12.00	1,817.00
Telephone & broad band	40.00	135.00	50.00	48.00	37.00	137.00	63.00	32.00	140.00	50.00	50.00	129.00	911.00
Maintenance expenses		50.00			40.00	60.00							150.00
Accountant & Payroll fee				44.00				22.00			15.00		81.00
Insurance	212.00												212.00
Refreshment	20.00	20.00	215.00	155.00	500.00	100.00	20.00	60.00	20.00	20.00	20.00	20.00	1,170.00
Membership subscriptions			1,130.00										1,130.00
Travelling expenses	50.00	100.00	50.00	50.00	778.00	90.00	130.00	100.00	50.00	90.00		50.00	1,538.00
Stamps and postages	25.00	20.00	15.00	15.00	20.00	20.00	20.00	18.00			50.00	20.00	223.00
Events/Room Hire				350.00	3,430.00	250.00	190.00		740.00	550.00	200.00	100.00	5,810.00
Training/Coach			100.00	989.00						300.00			1,389.00
Total Expenses	<u>5,673.00</u>	<u>5,871.00</u>	<u>7,154.00</u>	<u>7,009.00</u>	<u>10,721.00</u>	<u>6,079.00</u>	<u>5,687.00</u>	<u>5,606.00</u>	<u>6,214.00</u>	<u>6,371.00</u>	<u>5,619.00</u>	<u>5,596.00</u>	<u>77,600.00</u>
Excess/Deficits for Month	-2,373.00	11,829.00	5,696.00	-4,009.00	-2,221.00	921.00	-4,187.00	-2,156.00	-2,114.00	-171.00	-2,019.00	-1,546.00	-2,350.00
Net Excess/Deficits B/FWD	0.00	-113.60	11,715.40	17,411.40	13,402.40	11,181.40	12,102.40	7,915.40	5,759.40	3,645.40	3,474.40	1,455.40	0.00
Net Excess/Deficit C/ FWD	-113.60	11,715.40	17,411.40	13,402.40	11,181.40	12,102.40	7,915.40	5,759.40	3,645.40	3,474.40	1,455.40	-90.60	-2,350.00