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Executive Office



North West Migrants Forum

Communities United Promoting Inclusion & Diversity Project(CUPID)

Project Plan 2017-2018



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CONTENTS

purpose of plan	3
background information: cupid project	4
project approach	6
assumptions	8
project objectives	9
risk assessment	11
milestones & timeline	13
project roles and responsibilities	16
communication plan.....	17
communication strategy.....	17
messaging and target audience	20
key communication methods	21
Budget Summary	23



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PURPOSE OF PLAN

The North-West Migrants Forum's Communities United Promoting Inclusion and Diversity (CUPID) Project Plan will outline all the key elements to ensure that the project is carried out to meet its targets while complying with best practice. Practically speaking, this plan serves as an agreement between the Project Sponsor, the NWMF Committee, the Project Director, the Project Team, and all other personnel associated with and/or affected by the project.

The Project Plan defines the following:

- Background information
- Project approach
- Assumptions
- Goals
- Risk assessment
- Milestones
- Project timeline
- Roles and responsibilities
- Budget



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BACKGROUND INFORMATION: CUPID PROJECT

CUPID Project is focused on developing already existing services of NWMF that put minority ethnic people at the front of shaping services, providing guidance and supporting others in the community. The project is aimed at developing leadership and capacity within the Black and Minority Ethnic (BME) communities and provide opportunities for them to plan projects that promote: advice and orientation support; capacity, self-confidence & skills development; inclusion and participation, tackle racism, stereotypes, prejudice and hate related crimes. At the heart of its activities CUPID will promote cultural expression and celebration of diversity.

CUPID recognises that majority of ethnic minorities living in the North-West area are people who have no ties in Northern Ireland. On the other hand, as Northern Ireland increasingly becomes multi-cultural, it is time to focus more on interculturalism rather than multiculturalism. CUPID will therefore help ease the process of resettlement and encourage BME communities to integrate and achieve a sense of belonging. This will be done by promoting community cohesion & integration for all including members of the two major communities. CUPID strategy is to use dialogue, education and communication to achieve a shared & united community focusing on the implementation of the newly established Racial Equality Strategy (RES) and Together Building a United Community Strategy TBUC.

At the pivot of CUPID are the following activities;

Advice & orientation services

The project team will provide advice and practical support that enable service users to access education, health and welfare services. They will continue to respond to the needs of NWMF service users and new comer communities by providing practical support and essential information that will enhance their settlement. The project team will also work in partnership with other community, voluntary and statutory agencies to ensure that service users access appropriate services. Whilst a large amount of contact will be made face-to-face at NWMF offices, the project team aims to reach out and support those who may need help through telephone calls or home visits. To ensure that they are up-to-date with information, we will produce leaflets, use e-news bulletin and use social media outlets to keep service users and potential members informed. Where possible a member of the project team will be available to accompany a service user when visiting a service provider or if any barriers to access a service is anticipated/ identified.

Capacity, self-confidence & skills development

CUPID aims at providing training that enhances essential skills development and confidence building for BME members to build their capacity and self-confidence. Specific training will focus on *employment; confidence & public speaking, this will include English conversational and writing skills*. These programmes will use features like peer-to-peer support, and community education as a strategy to ensure that BME communities and newcomer families are able to participate fully in public life and navigate into their communities.



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Promotion of integration and participation while challenging racism, prejudice and hate crimes

One of the main aim of CUPID is to create a space where BME members, refugees and asylum seekers families living in the North-West area would meet and interact with others from the two major communities. We want BME members and members of the host community to connect, share and learn from each other. CUPID will deliver parent and family engagement programs such as *Family Fun Days to enhance quality interactions between families* and an intergenerational activity, focussing on cross cultural communication. Intergenerational activities will include tours, a *Diversity club that brings together BME members and members of the host community and a Friendship Club*. These activities will explore and enhance the idea of how community education contributes to positive, respectful interaction and understanding between minority and majority cultures in a culturally diverse society.

Youth Engagement Programmes (YEP)

Our Youth engagement activities will focus specifically on supporting young people to actively get involved in community life and give them a voice to shape their future in Northern Ireland. These activities are also aimed at engaging young people from the local community to foster good relations among themselves and others from a different ethnic and religious background. These programmes will put young people at the heart of designing and delivery of activities that advances respect and understanding of difference, in the aim of eliminating racism, prejudice and hate crimes. There are *two projects under the YEP*;

- a) Intercultural Youth Intervention Program; Activities under this programme are funded by both the Executive Office under the Minority Ethnic Development Fund (MEDF) and the BIG Lottery Fund. They include; *After school club, Cultural Diversity workshops, Educational tours and "Become a better stranger residential*.
- b) Shared Stories, Safe space; An intercultural Northern Ireland" Activities under this project are funded solely by the Executive Office under the Central Good Relations Funds (CGRF). These activities are aimed at improving attitudes between young people of different backgrounds and increasing community knowledge around migration and immigration. Activities will also highlight issues around racism, hate crimes and discrimination whilst encouraging mutual respect and understanding of others. Our YEP will be developed by young people who will be at the forefront of the project design and their implementation. Activities under this project includes; A residential, 3 Developing workshops, Emmigration Discovery Adventure a celebration event which will include an exhibition of migrants life stories; stories will be explored through photography, painting and videography. Throughout the project young people involved will be working with reseachers from Ulster University who will be exploring best practices in promoting good quality interaction for young people of different backgrounds through an intercultural approach.

Celebration of Cultural Diversity

The Project team will continue to work with BME members to implement intercultural activities that promote the celebration of cultural diversity. Staff will actively encourage service users and registered members to be involved in activities such as *intercultural workshops* that promote intercultural dialogue between people of different background to learn more about their different cultures. Some activities include celebration of linguistic diversity i.e. *"Talk to me"- Language festival* to promote the linguistic wealth of the



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community we live in and embrace a multilingual society. We will also deliver our *annual Intercultural Gala Festival* (a project that brings together an array of cultural celebration activities such as music, dance, ‘a taste of diversity’ foods, fashion and design etc).

PROJECT APPROACH

CUPID will adopt a “learning by doing” approach to ensure that it is led by people in communities, it is connected to communities and statutory organisations and draws its strengths from the skills and knowledge possessed by people of minority ethnic communities and host communities. CUPID will be delivered in phases as follows;

Phase I: Recruitment and training of project team and volunteers

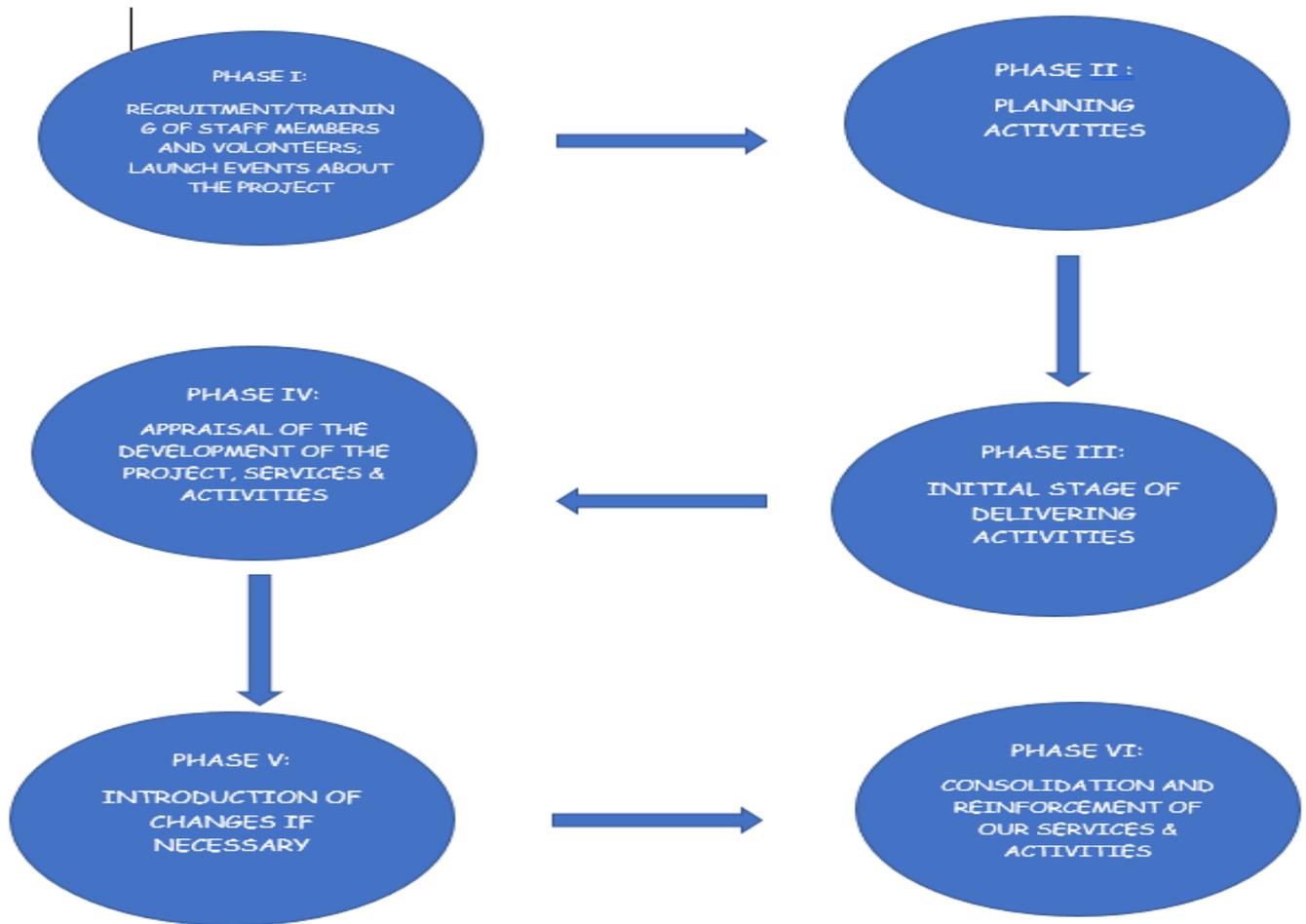
Phase II: Planning of activities

Phase III: Initial stage of delivering activities

Phase IV: Appraisal of the development of the project, services and activities

Phase V: Introduction of changes if necessary

Phase VI: Consolidation and reinforcement of services and activities



ASSUMPTIONS

In the preparation of this plan, the following assumptions were made;

- The project team commit to share information about project activities and services with the wider BME, migrant, refugee's communities and sponsors
- Project team and volunteers are willing to be involved in the implementation of activities as well as take part in them
- The Committee will be involved and aware of every step taken in the development of the project
- Project sponsors will be consulted if there are any changes in activities that might be made to meet the needs of service users and shall be updated about the development of our services
- The Project team will adhere to the Communication Plan and procedures
- The Director of programmes will coordinate the project team, and create a safe working environment
- The Project Plan may change as new information and issues become apparent
- Most committee members are people of minority ethnic communities. Their responsibilities include managing projects and ensuring that the project meets its purpose
- A network of volunteers from minority ethnic communities living in the NW area will be established and capacity building training provided to increase their participation and engagement in the project
- Volunteers are supported to gain skills and actively engage with others in the community and participate fully in all aspects of the project.

PROJECT OBJECTIVES

CUPID main objectives include;

- To provide advice & orientation support to people of minority ethnic communities including refugees and asylum seekers
- To build capacity and self-confidence for people of minority ethnic communities including refugees and asylum seekers
- To create and provide skills development trainings for people of minority ethnic communities and their families
- To promote inclusion and diversity through intercultural dialogue and communication
- To encourage people of minority ethnic communities to actively participate in public life
- To tackle racism, hate crime, prejudice and stereotype
- To deliver project activities that allows expression of positive cultural practices

Objective	Activities
Advice & orientation support	Drop in service- Practical support through outreach, home visits and face to face
Capacity building, skills development and self-confidence	<ul style="list-style-type: none"> • Employment and skills development training/workshops • Confidence in public speaking training • English language lessons, friendship and diversity club
Promotion of inclusion & participation	<ul style="list-style-type: none"> • Diversity and friendship clubs • After school club • Youth Residential • Family Fun Days • Intercultural Intergenerational activities
Celebration of cultural diversity	<ul style="list-style-type: none"> • Intercultural Gala Festival • Intercultural communication workshops • Language Festival
To tackle racism, hate crime, prejudice and stereotype	<ul style="list-style-type: none"> • Hate crime awareness event • Engagement with policy makers and statutory organisations to implement racial equality strategy • Intercultural communication workshops



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	<ul style="list-style-type: none"> • Work in partnership with others by attending and encouraging BME members to attend awareness events organised by others
<p>To encourage people of minority ethnic communities to actively participate in public life</p>	<p>Annual outreach and consultation meetings with NWMF and BME members</p>



RISK ASSESSMENT

The implementation of any project faces a series of risks. In this case, the project team will work together to mitigate these risks. To mitigate any potential risks the project team will adhere to all NWMF policies and procedures such as recruitment, financial, safeguarding young people and vulnerable adults, health and safety policies. The project team will also respect the 7 principles of public life throughout the implementation of the project. It is important to be aware of potential risks and outline procedures put in place to mitigate them. This project plan refers to the NI health and safety regulations and guided by NWMF health and safety policy. We also refer to the UK legislation on Charities Risk Assessment¹ as best practice to frame our model of intervention.

Type of risk	Example	Steps to mitigate risk
Governance	Inappropriate structure of the organization and inappropriate development of the project	Ensure that there is strict governance in place. Continuous governance training provided to senior staff and committee. Regular consultation with NICVA, Funders and NI charity commission. NWMF committee to monitor the implementation process by holding monthly meetings with the project team.
Operational	Lack of security and welfare of beneficiaries, staff members and volunteers	Following NI legislation on Health and Safety at Work 1978 No. 1039 (N.I. 9) Health and Safety at Work (Northern Ireland) Order 1978; clear definition of responsibilities as outlined in the project plan

¹ <https://www.gov.uk/government/publications/charities-and-risk-management-cc26/charities-and-risk-management-cc26>

Financial	Inadequate use of funding and inappropriate accountability	Financial accountability by project team and committee. Clear and strict financial controls and procedures as outlined in NWMF financial procedures. Monthly monitoring committee meetings. Clear definitions and cohere to the procurement policies and communication plan
External	Poor public reputation and perception about the project and the organization	Advertisement and transparency about project activities and its achievements. Staff adhere to code of contact and 7 principles of public life. Respect to external and internal communication plan.
Compliance	Poor knowledge of the legal responsibilities of project team, poor knowledge of regulatory requirements of activities.	Clear definition of roles and responsibilities, updated training about regulations within project team

MILESTONES & TIMELINE

The following represent key milestones, with estimated completion dates:

Activities	Number of activities	Timescale	Project years	Milestones
<i>CUPID Drop in service</i>		5 days a week	2017-2018	At least 100 people supported
<i>Language Festival</i>	One-day festival	26 th Sep 2017	2017-2018	150 attendees, 10 languages celebrated
Intercultural youth intervention program (IYIP)	<i>After school club</i>	4 hours a week	from Sep 2017 to June 2017	30 young people from different backgrounds having participated actively and continuously in Youth Intervention programmes
	<i>Educational tour (Marble Arch)</i>	One-day tour	31 th Aug 2017	
	<i>Educational tour (Belfast zoo)</i>	One-day tour	31 st April 2018	
	<i>Cultural diversity workshop</i>	One workshop	Dec 2017	
	<i>Residential "become a better stranger"</i>	2 days one night residential	21 st -22 th Oct	
<i>Diversity Club</i>	10 meetings	from 8 th Sep 2017	2017-2018	15 volunteers recruited to facilitate the diversity club and cultural diversity outreach activities
<i>English & conversation program</i>	4 hours a week	from Sep 2017	2017-2018	60 people of different levels of English speaking/ writing having completed the English program
<i>Confidence in public speaking & communication skills training</i>	4 sessions	from Jan 2018	2017-2018	30 people having completed the training

<i>Employment and skills development training</i>		10 weeks programme	from Jan 2018	2017-2018	15 people having completed an employment and skills training
<i>Communities united family fun day</i>		One-day activity	Nov 2017	2017-2018	30 families from different cultural backgrounds participating
Intercultural Intergenerational program	<i>Christmas shopping tour</i>	One-day activity	16th Dec	2017-2018	30 people from different background having participated actively and continuously in Intercultural Intervention program
	<i>Cultural Diversity workshop</i>	One workshop	Jan 2018	2017-2018	
<i>Cultural diversity and hate crime awareness workshops in schools & community centres</i>		10 meetings	from Sep 2017	2017-2018	At least 25 participants per workshop
<i>Hate crime and racism awareness conference</i>		One half-day conference	Jan 2018	2017-2018	80 participants taking part
<i>Intercultural Gala festival</i>		One large celebration event	March 2018	2017-2018	Up 500 attendees, more than 10 nationalities represented

Shared Stories, Safe space. An intercultural NI	Kick off meeting	2 days one night residential	18 th -19 th August 2017	2017-2018	27 young people from different background continuously attend project activities, design and develop project products including preparation and implementation of Exhibition
	Project Development workshops	3 workshops	From Sept 2017	2017-2018	
	Artistic workshops	3 workshops	From Sept 2017	2017-2018	
	Adventure tour (Ulster American folk park)	One-day activity	26 th August 2017	2017-2018	
	Treasure Hunt Adventure tour (Titanic Belfast)	One-day activity	29 th August 2017	2017-2018	
	Film Day/night	1 session	15 th Sept 2017	2017-2018	
	Dissemination workshops	3 workshops	From November 2017	2017-2018	
	Final exhibition	Exhibition	March 2018	2017-2018	

PROJECT ROLES AND RESPONSIBILITIES

Role	Responsibilities
Project Sponsor	<ul style="list-style-type: none"> ▪ Evaluate and approve project change request, ▪ Grant payment and Monitoring project progress
NWMF Committee	<ul style="list-style-type: none"> ▪ Monitor the implementation process of the project ▪ Manage project funds in accordance to financial controls and procedures ▪ Support the project team
Project Director	<ul style="list-style-type: none"> ▪ Manage project in accordance to the project plan ▪ Direct/lead team members toward project objectives ▪ Handle problem resolution ▪ Manages the project budget ▪ Coordinate the project team (staff, facilitators and volunteers)
Project Assistant	<ul style="list-style-type: none"> ▪ Assist in an enthusiastic manner the Project Director in managing projects and the volunteer team ▪ Helps identify and remove project barrier
Youth Officer	<ul style="list-style-type: none"> ▪ Assure quality of youth intervention programme ▪ Support in advertising Youth Intervention program ▪ Enhance participation of young people in the implementation process of the project



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COMMUNICATION PLAN

The method of sharing information in relation to the project is critical to the success of of this project. Stakeholders desire is to be aware of progress and how they can engage with the project. Beneficiaries will be keen to know how the project will benefit or affect them. The more we engage with stakeholders, the more they are likely to participate in project activities.

The communication methodology utilizes three directions for effective communication:

Top-Down It is crucial that the project team sense the support and guidance for their effort. NWMF Committee needs to speak with a unified, enthusiastic voice about the project and what it holds for everyone involved. The Project Director needs to speak directly and listen to everyone concerns or ideas. The Project Director has to communicate changes and appraisal of the project to the Project Sponsor who will have to respond to these change requests. The Project Director, assisted by the Project Assistant, has the responsibility to plan the main activities, define goals and objectives, sharing information with the Project Team.

Bottom-Up To ensure confidence of the personnel involved in bringing the proposed changes to reality it will be important to communicate the way in which the solutions were created. Involving staff members, volunteers and participants in the decision-making process is essential to ensure the needs of clients and the wider community are met. The project team needs to have recurrent meetings (preferably once a month) to be updated of any changes, to express their voice about on-field activities, and to analyse and discuss the daily feedback they receive from clients including feedback received from evaluation forms.

Horizontal Communication Sharing information within the project team is essential to increase efficiency of the implementation process. The project team needs to define in a participatory manner the appropriate IT tools to share information, and to catalogue data in respect of data protection policies. This process should consider the already existing procedures and include the opportunity of updating and reviewing them to increase efficiency and effectiveness of the implementation process if necessary.

COMMUNICATION STRATEGY

This communication strategy shows how effective communication can:

- Help us achieve our overall project objectives
- Engage effectively with stakeholders
- Demonstrate the success of our work
- Ensure people understand what we do
- Change behaviour and perceptions where necessary



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Key objective 1; To provide the best standards of services and support for people using our services

Operational objectives

Communications objectives

To train our staff effectively to work with our service users

To ensure all staff know and understand the standards of service expected

To keep the premises clean and well maintained

To ensure service users know the quality of services they should expect, and know what is expected of them.

To ensure health and safety procedures are adhered to

To provide opportunities for service users to enter education, training or employment

To ensure service users have opportunities to communicate their needs within the project

To regularly gather feedback to ensure we are maintaining standards of service and support



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Key objective 2; To play a key role in the community as a valued provider of services for minority ethnic communities

Operational objectives

Communications objectives

To build strong relationships with local community and voluntary organisations, local authority and other funders

To provide a regular flow of information to key stakeholders

To fulfil contracts with funders to provide services for service users

To regularly showcase project successes in the local media and social media outlets

To raise profile of our services to reach new and old clientele

To approach and to be approached by local media for opinions on availability of services for Minority ethnic communities

MESSAGING AND TARGET AUDIENCE

Audience	What they need to know	Key communications messages
Service users	<p>What we offer them</p> <p>How to access our services</p> <p>Where to go for advice</p> <p>How to engage with the project</p>	<p>We provide useful, practical information and support</p> <p>We are trustworthy and reliable</p> <p>We put service users first and value their opinions</p> <p>We want active participation and we treat everyone with respect and compassion</p>
Project Team	<p>What role and responsibilities they play in the project</p> <p>How to develop skills to meet needs of service users</p>	<p>We work as a team valuing personal skills and contributions</p> <p>We share responsibilities and efforts to make the project successful</p> <p>We adopt a “learning by doing” approach to continuously improve our skills and services</p>
Local leaders	<p>What we want to see changed in policy terms</p> <p>Our strong evidence base and supporter base</p>	<p>We have a strong evidence base and our calls are grounded in robust evidence</p> <p>We have a good knowledge of the policy environment</p> <p>We are a well-respected, authoritative organisation</p>
Supporters	<p>We have the ability to influence change if they help us</p>	<p>We need you to support our campaign by actively engaging with project activities, writing to your MP if needed, signing our e-petitions, responding to government consultation, donating to us etc.</p>

KEY COMMUNICATION METHODS

Audience	Key communications messages	Key communications channels
Service users	<p>We provide useful, practical information and support</p> <p>We are trustworthy and reliable</p> <p>We put services users first and value their opinions</p>	<p>Service user e-bulletin</p> <p>Quarterly service user Consultation meetings through project activities</p> <p>Service user representation on the Board</p> <p>Media training for service users who are keen to act as spokespeople</p>
Project Team	<p>We are aware of our roles and responsibilities in the project</p> <p>We are well informed of the objectives and intended outcomes of the project</p> <p>We are competent to perform our duties effectively and in a timely manner</p> <p>We are conversant with the communication strategy</p> <p>We are committed to work as a team to achieve our goals</p>	<p>Communication and media training for project team</p> <p>Conflict resolution in management training</p> <p>Situational leadership training</p> <p>Training on IT communication systems if required</p> <p>Information sharing through emails, face to face weekly planning meetings</p>
NWMF Committee	<p>We are well informed of the objectives and intended outcomes of the project</p> <p>We put service users first and value their opinions</p>	<p>Governance, Financial, Communication and media training for committee members</p> <p>Situational leadership training</p> <p>Conflict resolution in management training</p>

	<p>We respect and trust our project team to deliver project services in accordance to the contract and organisational policies</p> <p>We are responsible for managing and overseeing the implementation of the project</p> <p>We support our project team to implement project activities.</p> <p>We advocate and encourage team work to achieve our internet outcomes.</p> <p>We ensure robust and high standard management and financial controls</p>	<p>Training on IT communication systems if required</p> <p>Information sharing through emails, what's app, and face to face monthly monitoring meetings</p> <p>Personal and confidence building training</p>
<p>Community Leaders and policymakers</p>	<p>We have a strong evidence base and our calls are grounded in robust evidence</p> <p>We have a good knowledge of the policy environment</p> <p>We are a well-respected organisation and can influence change</p>	<p>Monthly briefings on specific project areas</p> <p>Create a strong diversity group and work in partnership with FREF. Ensure all press releases are sent to relevant government department in advance</p> <p>Positive media coverage</p>



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BUDGET SUMMERY

BUDGET 2017-2018	Big Lottery Fund	TEO; MEDF	TEO; CGRF	TOTAL
Staffing	£49,871	£10,893	£2,344	£63,108
Running costs	20,329	£15,710		£36,039
Project costs Big Lottery Fund	£29,800			£29,800
MEDF		£18,397		£18,397
CGRF			£17,656	£17,656
Total	£100,000	£45,000	£20,000	£165,000

The Executive Office (TEO); MEDF, CGRF

Big Lottery Fund; People and Communities Fund