

# The City Bridge Trust

## Bridging Divides: Application for a grant



### About your organisation

#### Organisation Details

Name of your organisation:

**Migrant & Refugee Communities Forum**

If your organisation is part of a larger organisation, what is its name?

In which London Borough is your organisation based?

**Kensington & Chelsea**

Contact person:

**Ms. Zrinka Bralo**

Position:

**Executive Director**

Website:

**<http://www.migrantsorganise.org>**

Social Media Accounts:

**@migrantsorg**

What Quality Marks does your organisation currently hold?

**The Advice Quality Standard (AQS) is the quality mark for organisations that provide advice to the public on social welfare issues.**

#### Legal Status

Legal status of organisation: **First Contact**

Charity Number:

**1077116**

Company Number:

**03673737**

CIC Number:

Bencom Number:

When was your organisation established? **01/11/1993**

#### Aims of your organisation:

Migrants Organise is a platform where refugees and migrants organise for power, dignity, and justice. Holistic and intersectional, Migrants Organise works with individuals and communities based on their needs to reduce inequality, eradicate prejudice and facilitate meaningful integration. We strengthen communities through a platform to connect, build common ground, grow power and speak out on issues they identify. We work to ensure that all migrants and refugees are treated with respect and dignity and able to participate fully in their new communities.

We strengthen our communities through leadership development and collaborative, needs-based capacity building including training, advice, mentoring, advocacy and campaigning, whilst building the capacity of individual migrant and refugees leaders and their communities to help themselves to participate meaningfully in society. We connect; support and organise communities to speak out; challenge negative stereotypes; promote the positive contribution of diversity; build alliances to influence narratives around migration; and seek to influence and co-design policies that impact upon their lives.

**Main activities of your organisation:**

Our unique community organising model combines services, advocacy, capacity building, training, alliance building and campaigning.

We work with migrant, refugee and BME organisations to strengthen leadership, voice and participation in civic processes; build alliances with civil society; and co-create/deliver public campaigns tackling the disadvantages they experience while Integrating into London. Our training, mentoring, and platform enables members to organise peers, networks and communities to work together on issues affecting them. Since 2016, we have trained and supported 180 leaders from 30 countries who have participated in numerous local and national strategic actions. This produces resilient and effective community groups who speak out and build alliances to tackle hostile immigration policies.

Via welfare and casework services, legal advice, and mentoring, we also support particularly vulnerable refugees and migrants suffering mental health issues. Mentees attend weekly ESOL classes, psycho-social activities, e.g. the Poetry Group, Football Club, Sewing social enterprise, to reduce isolation, build confidence, grow power, and encourage participation in community initiatives.

**Your Staff & Volunteers**

Full-time:	Part-time:	Trustee/Board members:	Active volunteers:
<b>5</b>	<b>9</b>	<b>10</b>	<b>0</b>
Do you have a Safeguarding policy? <b>Yes</b>			
<b>Are the following people in your organisation subject to DBS checks?</b>			
Paid Staff <b>Yes</b>	Volunteers <b>Yes</b>	Trustees / Management Committee Members <b>No</b>	

**Property occupied by your organisation**

Is the main property owned, leased or rented by your organisation?	If leased/rented, how long is the outstanding agreement?
<b>Leased</b>	<b>2 years</b>

**Environmental Impact****What action have you taken in the past year to progress environmentally sustainability principles and practice?**

Migrants Organise has adopted environmental policy in 2006 and signed up to the 10:10 Initiative and has since used recycled materials and is recycling materials when possible. We have installed water saving devices in toilets and changed all our light bulbs to low energy use. We are now working with Repowering London to raise awareness about their initiative to install solar panels on buildings of community value in North Kensington and create community fund from the additional energy that will be sold back into the grid. In this way we are raising awareness of our members and users of importance of green practices and planning for the future.

## Finance Details

### Organisation Finances

	Year of most recent audited / examined accounts	Current financial year forecast	Next financial year budget
End of financial year date	31/03/2017	31/03/2019	
Grants & donations:	£488,159	£700,775	£0
Earned Income:	£3,160	£5,000	£0
Other income:	£34	£0	£0
<b>Total income:</b>	<b>536,658</b>	<b>£705,775</b>	<b>£0</b>
Charitable activity costs:	£421,441	£688,513	£0
Cost of raising funds:	£0	£26,996	£0
Other costs:	£7,921	£8,000	£0
<b>Total expenditure:</b>	<b>£429,262</b>	<b>£723,509</b>	<b>£0</b>
Free unrestricted reserves held at year end:	£83,731	£65,997	£0

#### What is your organisation's reserves policy?

Migrants Organise reserves policy is to maintain an unrestricted funds to cover core organisational expenditure for three months. Based on 2016/17, the target reserve is £107,300. At 31st March 2017, the unrestricted reserves were £83,731.

The reserves policy is designed to meet contractual liabilities should the organisation have to close, including redundancy pay and creditors etc.; meet unexpected costs, such as staff cover in case of illness and ensure continuity in providing services (by minimising recruitment, staff training, and avoiding the need for redundancies caused by short term lack of funding).

For your most recent financial year, what % of your income was from statutory sources?  
**21-30%**

### Organisational changes

Describe any significant organisational changes to your structure, financial position or core activities since the date of your most recent accounts.

**N/A**

## Grant Request

**Under which of City Bridge Trust's programmes are you applying?**  
**Connecting the Capital**

Which of the programme outcome(s) does your application aim to achieve?  
**Connecting the Capital\Civil society organisations are more effective and resilient**

**Please describe the purpose of your funding request in one sentence.**  
**To provide organising and leadership development training and platform to marginalised migrant&refugee communities, to develop resilient and effective groups, to speak out, build alliances and influence decisions about their lives.**

**When will the funding be required? 01/09/2018**

**Is this request to continue work that is currently funded or has been funded in the last year by:**

## City Bridge Trust?

### No

**Another funder? (If so which)**  
**Trust for London**

**How much funding are you requesting?**

**Year 1:**  
**£59,995**

**Year 2:**  
**£57,065**

**Year 3:**  
**£59,800**

**Year 4:**  
**£62,382**

**Year 5:  
£65,011**

**Total Requested: £304,253**

## You and your grant request

**What, specifically, are you applying for (your project)?**

We are applying for funding so we can deliver training and capacity building, using our unique organising methodology, in order to:

- a) strengthen marginalised migrant and refugee groups in London;
- b) increase their effectiveness in supporting vulnerable members to address immediate needs;
- c) build leadership and connect groups, building common ground to collaborate on solutions;
- d) develop skills and provide opportunities to speak out and build a voice that is heard;
- e) support collaboration across civil society to strengthen infrastructure and capacity for meaningful participation in decision making, leading to meaningful economic and social integration;
- f) contribute to changing the negative narrative about immigration, challenging prejudice and building a more cohesive, just and inclusive London.

The funding would go towards the key posts that will be responsible for delivering the training; for mentoring and organising toolkit; organising and developing campaigns; and towards the costs of associated activities.

**What are the changes you hope to achieve?**

Our aim is to enable migrant and refugee community organisations to provide efficient services to their communities for improved sustainability and self-sufficiency;

to take an active role in establishing constructive independent partnerships; and to participate in public life, speak out and influence change of their circumstances and perceptions of immigrants.

We want to help develop articulate community leaders who will represent their communities with legitimacy, in an accountable way. We hope that marginalised communities will be able to adopt a shared framework for organising and positive change which is built on the premise 'nothing about us, without us'.

We hope that the resultant increase in skills, confidence, shared aims and partnership will lead to stronger communities capable of advocating and campaigning on their own behalf to reshape policies, practices and core societal values, moving them away from prejudice and instead towards a more inclusive and equal society.

**How do you know there's a need for this work?**

Migrants Organise has been working with migrants and refugees for 25 years. Our work is deeply rooted in the urgent needs of our communities. In the past four years we have transitioned towards a community organising methodology, which is relational and needs based. The main feature of this approach is listening and relationship building, beyond one-off consultation. The need we identified through these listening processes is for long-term, proactive, pragmatic co-production with communities so that they can articulate their needs and design local actions that lead to systemic change.

In the past two years the policy environment in which we operate has become increasingly hostile, public perception and attitudes towards immigrants have hardened, and public services have become increasingly inaccessible for marginalised groups. This is exacerbated by funding cuts in public and voluntary sector. The scale of the problem can only be addressed through long-term organised leadership and alliance building.

**How will the work be delivered - specifically, what will you do?**

Migrants Organise will

- a) deliver community organising training for migrant and refugee groups, through which we will identify the key problems and wider issues for each group and work with them to co-design solutions;
- b) design and organise public actions on issues identified;
- c) provide a platform for individual groups and leaders to come together around issues and localities;
- d) facilitate their listening exercises so that they can represent diverse, intersectional perspectives with accountability and legitimacy;
- e) build alliances between migrant and refugee groups and other civil society groups;
- f) connect them with wider campaigns and movements for long-term change and support them to design solutions and take actions;
- g) provide one-to-one mentoring for leaders and work with them on strengthening their skills as well as their organisations; and h) platform and celebrate their work in the media and build their capacity for participation and constructive, pro-active involvement with decision-makers.

**Why are you the right organisation to do this work?**

In addition to 25 years of grassroots service delivery, capacity building, advocacy, and campaigning for dignity and justice, Migrants Organise is a learning organisation. We have already piloted this work in London and have used local and snap elections in 2014, 2016 and 2017 to listen to, develop and organise leaders and communities.

We have extensive networks and partnerships in the voluntary and public sector and have successfully worked in partnership with communities, local authorities, the NHS and Mayor of London.

We have delivered training to 180 refugee and migrant leaders and work with and learn from our colleagues in the US where migrant organising has been successful for decades. In the past year we have tested this approach in five UK regions but without resources we have only been able to implement it in London, through our work in North Kensington in the aftermath of the Grenfell Tower tragedy.

**How does your work complement and not duplicate other services within your area?**

The need for our work is immense and we can only be effective by utilising existing resources and collaborating with other organisations.

The foundation of our organising methodology is to map out existing services and develop alliances with groups where and when we can add value. Last year alone, we worked in partnership with Medact, Doctors of the World, Global Justice Now, Liberty, JCWI, Let Us Learn, GLA, Muslim Council of Britain, Churches Together, Ben and Jerry Foundation, Women for Refugee Women, Sponsor Refugees, amongst many others.

Our work with migrant and refugee communities starts with listening and analysing the problems that they identify, which incorporates mapping of key allies and what they are already doing so that we can avoid duplication of effort. This is the key principle of our work - to connect - and it also relates to the second core principle ? to build common ground.

**How will this proposal meet the Programme Outcome(s) under which you are applying?**

1. Civil society organisations are more effective and resilient

Through provision of organising training, mentoring and infrastructure for service delivery, and partnership working, we will develop the capacity of migrant and refugee leaders and community groups to grow their power, speak out, act, and build alliances for long term effective, resilient participation. By supporting them to learn new skills and adopting an organising framework we will set up foundations for the future development of social capital and shared responsibility within communities, and increase their resilience.

2. Londoners experiencing inequality or disadvantage are better heard and represented leading to better decision-making.

By developing their skills to listen and speak out as well as by providing a platform for their voices to be heard in a pragmatic and constructive manner, we will increase the capacity of migrant leaders and communities to participate as a part of the solution, not as victims.

**How will you ensure that your project will hear and represent the views and needs of disadvantaged people and/or diverse communities?**

As a grassroots organisation, we don't have users or clients. Instead we have members ? migrants and refugees - and they are at the heart of our governance, service design and our advocacy and campaigning.

Through organising we have developed mechanisms of listening to communal concerns which are then built into our training, mapping and relational one-to-one meetings.

Our starting point is always where our members are and we co-design the road map of what they need in order to get where they need to get to.

This is a much slower, process-driven method but it helps us build trust and work on long-term solutions to the long-term challenges of social inclusion and integration. We record what we hear in a systematic way through regular narrative reports by staff and by using the CIVI content management system so that we can share information internally and learn from each other.

**How does your project engage and empower individuals and/or communities to come together on this issue? Will you be working with people who are particularly excluded?**

The main target group of our organising programme are disadvantaged migrant and refugee communities in London.

The proposed training will provide them with a better understanding of the context, help them define their challenges and design solutions in which they can participate.

They will also receive training and one-to-one support to empower them to speak out as well as ongoing support to enable them to build their confidence.

In addition to these leadership skills, we will provide information about policy changes and the working of the system and institutions they will be engaging with, as many of them in our experience do not always have a good working knowledge of how decision-making structures and systems work and how they can influence them. Language and other complex needs are also a barrier for engagement and that is why we provide tailor made services and support through advice and mentoring service.

**Is the focus of your project meeting an already identifiable need (acute or otherwise) or are there elements which are preventative and/or incorporate early action?**

Migrants and refugees experience complex needs at different stages of their life in the UK. We have seen how some of the good work in advocacy and awareness-raising has been lost in the past decade as the voluntary sector as well as public services have experienced a loss of funding and capacity to deliver.

The most pressing need at the moment is the impact of the government's hostile environment policy and its implementation in public services. The general confusion about entitlements and rights, as seen with the recent Windrush scandal, requires communities and leaders to be better organised and able to support their members and to work with service providers to ensure equality in access and capacity to navigate complex changes. Some early action is done around EU citizens rights and the impact of Brexit but the overall policy climate is volatile and requires an increase in capacity amongst communities.

**Who might you need to work closely with in delivering this project - whether before, during or afterwards?**

The key partners in the delivery of this work are migrant and refugee leaders and community groups. We will also be working closely with other voluntary and advocacy organisations (Liberty, Medact, JCWI, Global Justice Now, MRN, Women for Refugee Women etc.).

We also want to expand alliance building and work with local residents' associations which are supporting migrants and refugees, such as the Welcome Committees we have developed in several London boroughs in the past three years. We are working with schools, faith institutions, trade unions, and public sector organisations on shared interests. In some local authorities we have established good working relationships with statutory bodies, especially social services, community engagement teams and CCGs as well as with local elected representatives.

We also have good working relationships with the Mayor of London and various teams working on inclusion and integration of Londoners.

**Our aim as a funder is to help people move positively between any of the four stages of Surviving, Coping, Adapting and Thriving. For your project at which of these stages will most people begin their journey?**

The majority of our members and community leaders will be starting at the stage of Surviving and Coping. Our mid-term aim is to get them to the stage of Adapting and Thriving.

An example of our many previous successes in this regard is that of a refugee woman from Sudan who approached us in 2015 following a fire in the home she shared with her disabled parents. After receiving initial case work support from us to help her get adequate housing, she went on to participate in our 9-month leadership academy and we also supported her to further develop her skills via attendance at an international training course we were delivering with US and EU partners in Germany. Following the Grenfell fire, she provided immediate assistance to the local community; founded her own organisation; and she stood as a candidate in local elections in May this year.



**Will there be any elements of this project that will help you or your beneficiaries to reduce your environmental footprint?**

We have already established good links with the environmental movement and have been learning from their campaigning and advocacy strategies. We are hoping that by developing these links we can also cross-fertilise some of the green practices that emerging organisations can adopt. In addition to awareness, budget is an issue. We are now working with Repowering London to install solar panels on buildings of community value in North Kensington and to create a community fund from the additional energy that will be sold back into the grid. In this way we are raising the awareness of our members and users of the Importance of green practices and planning for the future and by organising them, they will be more able to take part and benefit from similar environmental initiatives.

**What are the main activities or outputs you want to deliver?**

Training - To provide tailor-made participatory training sessions for 10 migrant and refugee community groups per year on listening, speaking out, relationship building, problem/issue analysis, power analysis, alliance building, action planning and organised participation in decision making ? all focused on issues of inclusion and representation identified by them.

Mentoring ? Provide intensive one-to-one mentoring for 10 community leaders per year to develop their capacity to speak out, organise, campaign and develop other leaders. Support leaders to develop 5 members of their communities, to share learning and ensure an increase in capacity, resilience and sustainability of participation and representation.

Alliance building ? work with civil society/voluntary sector organisations (10 per year) to build intersectional alliances. This will foster more cohesive and integrated co-production between migrants and refugees and civil society and ensure meaningful and equal inclusion of migrants and refugees in public campaigns and actions on issues affecting them.

**What 3 main differences or outcomes do you hope the activities you have described above will achieve?**

Migrant and refugee community groups (10 per year, 50 over five years) have increased ability to organise and identify urgent issues. Migrant and refugee communities have increased confidence to speak out, enter closed power spaces to effectively represent their issues, participate in decision making, and be part of a solution.

Migrant&refugee community leaders feel more confident to organise and effectively participate in decision-making affecting their lives (10 leaders per year ? 50 over five years).

Migrant&refugee community leaders mentor and share knowledge and responsibility with 5 members of their communities (all feel less isolated and stigmatised, more representative and legitimate).

10 migrant and refugee communities per year have a better opportunity to impact upon on decision-making thanks to the formation of alliances with 10 civil society groups. Mainstream civil society groups have increased awareness of migrant and refugee issues and provide platforms for meaningful representation and inclusion of these communities.



## Funding required for the project

### What is the total cost of the proposed activity/project?

Expenditure heading	Year 1	Year 2	Year 3	Year 4	Year 5	Total
CEO/Trainer/Organiser	67,490	69,515	71,600	73,748	75,961	358,314
Advocacy&Campaigns Officer/Trainer/Organiser	45,390	46,752	48,154	49,599	51,087	240,982
Communications Co-ordinator/Trainer	43,062	44,354	45,684	47,055	48,467	228,622
Engagement Officer/Trainer/Organiser	34,449	35,482	36,547	37,643	38,773	182,894
London Community Organiser/Trainer	38,295	39,444	40,627	41,846	43,101	203,313
Organising and Mentoring Toolkit	10,000	4,000	4,000	4,000	4,000	26,000
Training and Meeting Room Hire	3,000	3,500	4,000	4,200	4,500	19,200
Volunteer/Trainee Travel Costs	2,000	3,000	3,500	4,000	4,500	17,000
Rent, Rates and other overheads	53,526	55,132	56,786	58,489	60,244	284,177
<b>TOTAL:</b>	<b>297,212</b>	<b>301,178</b>	<b>310,899</b>	<b>320,581</b>	<b>330,632</b>	<b>1,560,502</b>

### What income has already been raised?

Source	Year 1	Year 2	Year 3	Year 4	Year 5	Total
JRCT/AB Charitable Trust	53,000	53,000	20,000	20,000	20,000	166,000
RBKC	57,000	57,000	57,000	57,000	57,000	285,000
The Esmée Fairbairn Foundation/Migration Exchange	58,000	0	0	0	0	58,000
London Funders/Paul Hamlyn Foundation	100,000	0	0	0	0	100,000
<b>TOTAL:</b>	<b>268,000</b>	<b>110,000</b>	<b>77,000</b>	<b>77,000</b>	<b>77,000</b>	<b>609,000</b>

### What other funders are currently considering the proposal?

Source	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Unbound Philanthropy	0	50,000	500,000	50,000	0	150,000
JRCT	0	0	33,000	33,000	33,000	99,000
Reaching Communities	0	60,000	60,000	60,000	60,000	240,000
Tudor Trust	0	30,000	30,000	30,000	0	90,000
<b>TOTAL:</b>	<b>0</b>	<b>140,000</b>	<b>173,000</b>	<b>173,000</b>	<b>93,000</b>	<b>579,000</b>

### How much is requested from the Trust?

<b>Expenditure heading</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
CEO/Trainer/Organiser	26,996	27,806	28,640	29,499	30,384	143,326
Advocacy&Campaigns Officer/Trainer/Organiser	9,078	9,759	10,460	11,183	11,927	52,406
Organising and Mentoring Toolkit	10,000	4,000	4,000	11,183	11,927	26,000
Training and Meeting Room Hire	3,000	3,500	4,000	4,200	4,500	19,200
Volunteer/Trainee Travel Costs	2,000	3,000	3,500	4,000	4,500	17,000
Rent, Rates and other overheads	8,921	9,000	9,200	9,500	9,700	46,321
<b>TOTAL:</b>	<b>59,995</b>	<b>57,065</b>	<b>59,800</b>	<b>62,382</b>	<b>65,011</b>	<b>304,253</b>

## Who will benefit?

How many people will directly benefit from the grant per year?

**50**

In which Greater London borough(s) or areas of London will your beneficiaries live?

**London-wide**

Does this project specifically target any groups or communities?

This project will specifically work with the following age groups:

**16-24**

This project will specifically work with the following gender groups:

This project will specifically work with the following ethnic groups:

**Mixed / Multiple ethnic groups**

If Other ethnic group, please give details:

**Migrants**

This project will specifically work with Deaf and disabled people:

**No**

This project will specifically work with LGBTQI groups:

**No**

This project will specifically work with other groups or communities:

How will you target the groups/communities you have identified? What is your expertise in providing services for these groups?

**Migrants Organise already has links and works with 40 community groups across London. We will use outreach and through our existing organising and campaigning work and networks we will reach out to new members.**

Are there any groups or communities you think your organisation will find hard to include through this project?

**Yes - please specify**

If yes, please specify which groups or communities? Where possible using the categories listed above.

**people who don't speak English very well yet and people suffering from multiple disadvantages such as trauma and destitution.**

If yes, what steps will you take to make your services accessible to and meet the needs of the groups/communities you have identified?

**to provide advice and psycho-social activities to help them to reach the stage of resilience necessary for organising and participation.**

### **Declaration**

I confirm that, to the best of my knowledge, all the information I have provided in this application form is correct. I fully understand that City Bridge Trust has zero tolerance towards fraud and will seek to prosecute and recover funds in every instance.

Please confirm: Yes      Full Name: **Zrinka Bralo**

Role within                      **Chief Executive**  
Organisation: