



Ade Sawyerr B.Sc. Admin, MBA FCMC

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A **MANAGEMENT CONSULTANT** with several years' experience in voluntary and community sector capacity building, business planning, proposal structuring, feasibility studies, investment appraisal, project evaluation, management development and business training, project management, organisational restructuring, financial and economic analysis, market research and marketing, for small businesses as well as clients in the public, voluntary and private sectors. Work experience has included both long and short-term assignments.

Work Experience

1983 – 2017 Consultant, Equinox Consulting

Responsible for the day-to-day operation of this management consulting firm that focuses on enterprise and community development projects as they affect inner city and ethnic minority communities in Britain. I am responsible for the writing and supervision of most proposals and tenders for work. I have also led multi-disciplinary teams of associates to execute different types of projects which include business skills training, management development programmes, studies for the setting up of enterprise agencies, counselling small businesspeople, conducting policy research, looking at mechanisms to promote and develop entrepreneurs in local areas, providing advice and specialist assistance to companies with potential for growth. I have worked for Local Authorities, central government and its agencies and several charities and trusts.

1979 – 1980 Group Manager, Cobdorf Group of Companies

General Manager responsible directly to the Board of this family-owned concern. Had full responsibility for the operation of all aspects of the groups work. I was in direct contact with the banks who were interested in revitalising this company after the death of the owner and founder. Successfully completed a restructuring and rationalisation, of this medium-sized highly diversified company involved in the production and marketing of food products, agriculture, property, and tyre-re-treading, to ensure that the functions of production and service delivery, marketing, and finance were properly co-ordinated.

1976 – 1979 Managing Director, Afro Asian Travel Centre

Managed the day-to-day affairs of this travel agency involved in charter flights and tours. Expanded the company's client base to include special event flights for seminars, conferences, sports people, pilgrimages in addition to usual travel to Europe and America. Initiated an aircraft brokerage service for other operators including the state-owned airline and integrated linkages with hotels to provide a complete package tour operation.

1972 – 1975 Systems Engineer, IBM World Trade Corporation

Appointed to assist in the computerisation of several small and large organisation in both the private and public sectors. This involved the conducting of surveys to determine computer needs, the design of appropriate operating systems environment, development of application programs and the provision of on-going management support for the installations.

Developed and implemented training programs for management, systems analysts, programmers, and operators in various computer installations.

1971 – 1972 Assistant Accountant, Ghana Commercial Bank

Involved in various aspects of retail banking and appraisal of proposals for funding small businesses.

Education

Academic Qualifications:

1982	MBA	Alliance Manchester Business School
1971	B.Sc. Administration,	University of Ghana Business school
1968	A Levels	Ghana Secondary School, Koforidua
1966	O Levels	Achimota Secondary School

Professional Qualifications:

- 2000 Approved Consultant, National Council for Voluntary Organisations
- 1997 Fellow, Certified Management Consultant
- 1992 Member, Institute of Management Consultancy

Public and Voluntary position

- 1998 – 2010 Trustee, The London Community Foundation
- 2002 - 2006 Advisor Board Member, Black business Brokerage
- 2004 - 2006 Chair, GaDangme Nikasemo Asafo
- 2001 – 2003 Council Member, London Civic Forum
- 1992 – 1998 Executive Member, Brixton Business Forum
- 1994 – 1999 Governor, St Nicholas School, Purley
- 1997 – 2001 Chairman, Ghana Union London

Interests

Facilitator

- Compered and hosted several important events relating to the culture of Ghana and Africa
- Chaired several community events and conferences
- Keynote speaker and panellist in several issues relating to development in Ghana and Africa and in the black community
- Facilitated at several strategy awayday seminars

Writer

- Maintains a blog – the Ade Sawyerr blog on Ghana, politics, Third World development, community development and cultural and diversity issues
- Also writes about the black community in papers such as
- The Voice newspaper
- The OBV blog online

Skills

- Facilitation and awayday
- Policy research
- Business planning
- Bid writing and project appraisal
- Community engagement and consultations
- Organisation and board development
- Enterprise development strategies
- Fundraising and one on one business support
- Delivery of webinars of business management topics
- Assessment and appraisal of grant applications

Work skills

- **Facilitation and moderating at seminars and conferences**
- Helping organisations to develop action plans based on facilitation strategies that enable the review of the organisation, the statement of purpose of the future based on the present strengths and weaknesses of the organisation and the parameters and variables that will enhance future focus and performance
- **Capacity building and training**
- Providing training programmes in business skills, community organisational management skills and seminars, soft employment skills and board and trustee seminars and training programmes across different sectors.
- **Business planning**
- Collecting information from proposers of the project, carrying out secondary and primary research formulating a strategic plan that provides a guide to further action on the governance and management, the services and goods, the markets and marketing, the production and service management, the capital and resource requirements and the equity and debt requirements of the project
- **Project appraisals and evaluation**
- Appraising projects and applications for funding to ensure that they meet the criteria that has been set up by funders and ordering the projects based on the priorities of the funders and evaluation projects that have been delivered using baseline information to determine that the goals and objectives have been met, targets delivered to provide the desired impact and that lessons have been learnt
- **Bid and proposal writing**
- Development of proposals for the implementation of projects ensuring that the goals, objectives, inputs and targets and impact are clearly stated, and that evaluative capacity is built into the proposals that are develop and a community delivery plan with costings is provided
- **Policy research**
- Designing robust methodologies and undertaking research on issues affecting black and minority ethnic communities who are normally referred to as 'hard to reach' but are traditionally excluded communities
- **Community consultations and engagement**
- Devising innovative and appropriate methodologies to enable us to consult with the black and minority ethnic communities so that we can elicit their views on issues that are of concern to them and engage them in such a manner that they can also participate and decision making at the local, regional, and national level on issues that affect them
- **Advanced computer skills**
- Proficient in the use of computers in building and generating networks and familiar with major software and productivity packages
- Proficient in the use of Microsoft Office 365 for business
- Proficient in the use of several statistical packages
- **Language skills**
- Excellent skills in speaking, reading, and writing in English
- Excellent skill in speaking reading and writing of Ga

Recent projects

- **Voice4Change England**
- Assessment of organisations for support under the COVID-19 grants fund
- **Lloyds Bank Foundation**
- Provision of assessment support to ensure that BAME applicants are appropriately appraised for the Infrastructure programme
- **Ubele Initiative**
- Development and delivery of webinars on a variety of capacity building topics to Black Asian Minority Ethnic organisations applying for funds during the Covid-19 period and one on one support on business and recovery issues. This has been implanted for the LGRF and the CCLORS programmes
- Provision of webinars and one on one support for the MEL funding programme
- **GATE Herts**
- Development of a business plan for this Gypsy, Travellers and Roma organisation operating in the Ware in Hertfordshire to support an application for successful funding from the Lottery
- **Carnival del Pueblo**
- Governance and delivery planning work with organisation that delivers a yearly South American Carnival in Southwark
- **198 Contemporary Arts and Learning**
- Governance assistance with the recruitment of trustees and the assessment of the impact of the organisation on the local community
- **Lambeth Council**
- Development of a voluntary sector strategy working with community and voluntary organisations in the borough
- **Gloucestershire County Council**
- Review of support services to carers from the black and minority ethnic communities to ensure that they receive appropriate support from the county to enable them to provide better care
- **Lambeth Council**
- Insight research into the Caribbean community to find out why they are dissatisfied with the services delivered by the council and with recommendations as to how they can be better engaged with the council to codesign, codevelop and co-deliver services within a cooperative council
- **Ekaya Housing Association**
- Facilitation of an away day seminar to ensure that the social landlord delivers more appropriate portfolio of services to the tenants by providing value
- **Watford African Caribbean Association**
- Outreach into the community to determine emerging needs and emerging communities and how these can be addressed by a community organisation that needs to refocus its activities to become relevant to its younger members and newer communities coming into the area
- **International Organization for Migration**
- Research the views of Nigerian professionals in the UK to determine how they can be encouraged back home to assist with the development effort

Relevant Projects

- **Knowledge of voluntary sector**

I have worked with several voluntary sector agencies across the country

2008 – NCVO Governance Hub

Research into the support needs of Black and minority Ethnic Chairs persons of community and voluntary organisations to design capacity building tools to assist them.

2003 - NCVO

Implementation of a programme of support for chairs of small organisations from black and minority ethnic communities. The programme was implemented as pilot under the innovative funding from the active community department of the Home office and involved training sessions on a variety of issues relating to governance and responsibilities as trustees in small organisations

2004 - Southwark Council

A review of the voluntary sector provision in relation to bame communities of interest. This involved discussions with a variety of stakeholders in the borough to include community organisations, capacity building organisations, council officials and focus groups with community leaders. Benchmarking of boroughs with similar characteristics was implemented.

2004 - SAVO, LVAC, VDA

Provision of training sessions for voluntary groups and community organisations in various topics of management. This includes business planning, teambuilding, project appraisals and management, fundraising, health and safety issues, conflict management strategies, equalities and diversity, monitoring and evaluation, marketing

2003 - Kensington and Chelsea social council and BTEG

Development of a training programme for community organisations on business planning and fundraising strategies

2001 - Derby Millennium Networks

A leadership programme focusing on Functional Management, Management Committee, Strategic Management and Partnership Formation Skills

2001 - Home Office

Research into the recruitment and retention of ethnic minority staff at the Home Office. We are advisors to this project being conducted by HOSTPolicy Research

2000 - Voluntary Action Leicester

Delivery of a management development that involved sessions on roles and responsibility, teambuilding, and business planning

2000 - Southampton Voluntary Service Council

Development work with four ethnic minority led community organisations

2000 - National aid trust - African development programme

Management development programme for community-based organisations involved in caring and prevention of HIV/AIDs in Britain. The programme involved providing for seminars in community development, project development and partnership formation strategy and the setting up and operation of a mentoring scheme for project coordinators

- **Experience of black and minority ethnic voluntary sector**

I have worked with many grassroots, umbrella and third tier black and minority ethnic community and voluntary organisations

1. 2015 - Ekaya Housing Association

Working with the board and senior staff to refocus the organisation to deal with its priorities by scoping the strategic environment to reappraise options

2012 - Watford African Caribbean Association

Outreach and Needs assessment leading to the development of business a strategic business plan to turn the organisation around

2011 - Portsmouth Race Equality Network Organisation (PRENO)

Development of business a strategic business plan to turn the organisation around

2006 - African Communities Project

Facilitation and business planning for a sexual health HIV awareness and outreach project targeting members of the African communities for NHS Hammersmith and Fulham

2003 - 409 Project

Facilitation of a strategy away day workshop to develop core values and examine the culture of the organization

2001 - Derby Millennium Network

Facilitation at a conference to generate ideas for the formation of this network

2000 - Haringey Refugee Consortium

Facilitation of a series of awayday strategy workshops with management committee members to clarify the direction of the organisation and with the staff to determine how the work programme can be achieved

2002 - African HIV Policy Network

Responding to the government sexual health strategy on HIV and AIDS. This involved focus groups with members of the different national forums, the organisation of a national conference on the strategy and collation of responses from different regions on the strategy.

2005 - Aylesbury Access Centre

Facilitation of an away day for management committee members who have taken over the management of a small community centre

1999 - Barnet African Community Forum

Facilitation for this umbrella group to help them in the development of their objectives and work programme leading to incorporation

1998 - African Caribbean Peoples Movement - Birmingham

Facilitating weekend strategy development sessions for members of the management committee of this umbrella group to assist them refocus the organisation towards sustainable growth.

2003 - Crawley Ethnic Minority Partnership

Delivery of management development programme for management committee members and trustees of an umbrella ethnic minority organisation. The programme focused on role and responsibilities, management and structures, teambuilding, fundraising strategies, and proposal development.

- **Project appraisals, reviews, and evaluations**

2020 – 2021 – Royal College of Surgeons

Evaluation of the International Surgical Training Programme examining the content and process of implementing the programme with a view of making it more effective to fit the original objectives of the programme

2016 – Gloucestershire County Council

Review of support for BAME carers in Gloucestershire that involved quantitative as well as qualitative research into the current provision, the needs analysis of carers and options for reconfiguring the service

2012- Africans Unite Against Child Abuse

Evaluation of the Child Protection Training for African Parents in London programme, a 5-year £0.5 million Big Lottery funded project to promote positive parenting amongst newly arrived members of the African communities

2011- Lambeth Business against Crime

Evaluation of the service provided for the Safer Lambeth Partnership aimed at reducing crime directed at businesspeople in the borough

2006 - Operation Black Vote

Evaluation of their Magistrates shadowing project for 2006

2006 - Government Office for London

Evaluation of BME Cracking Crime Project run by the London Action Trust and the Black Londoners Forum. This involved discussions and interviews with a variety of stakeholders and examination of documents and materials used to deliver the project.

2003 - African HIV Policy Network

A review and evaluation of the activities of this umbrella organisation that provides policy and representation, information and advice, capacity building and networking forum on issues relating to HIV/AIDS in Britain

2001 - Sandwell Metropolitan Council

An evaluation of the Sandwell Ethnic Minority Umbrella Forum, with recommendations for how it will function effectively to meet funders requirements

2001 - PepperPot Club

A comprehensive review of this organisation offering a day care facility for elderly black people in Kensington and Chelsea

2000 - London Borough of Camden

A review of the Bridge Project, an in-house, mental health outreach project targeted at the black community

2000 - Project Fullemploy

Evaluation of their three year capacity building programme that was funded by the National Lotteries Charitable Board

1996 - West Indian Self Effort

A review of a community organisation providing a supplementary school for black children and a day care service for black pensioners. This involved a review of their internal operations, examining their mission, roles and responsibilities, their resources, administrative and financial systems, organisational structure, the current client group and local needs, quality of service and scope for income generation, their competitors, and funding opportunities.

1993 - Lewisham African Organisation

A review of Lewisham African Organisation who are involved in training for unemployed people. The review resulted in the development of an integrated business plan on their future direction.

- **Business planning and bid writing**

Over the past 30 years I have undertaken several business plans and written bids for community and voluntary organisations to enable them access funding from governmental as well as charitable trusts

2007 - Wolverhampton African Caribbean Steering Group

Feasibility into the needs of the African Caribbean community in Wolverhampton and the development of services for a centre that will meet the needs in a sustainable way.

2008 - bfm Xcel Ltd

Development of an educational strategy and marketing plan to back their application for Heritage Lottery Funding

2004 -Pillar Consortium

A review of the project and the development of a strategic plan for the operation of this infrastructure organisation for the same community and voluntary organisations with a social enterprise construct.

2000 - Black Londoners forum

The development of a strategic business plan and the implementation of the plan to raise seed funding for the setting up and operation of this umbrella group that works with the greater London authority

2000 - Peckham Voluntary Sector Forum

Development of a business plan for the organisation to focus on the work programme for the next three years.

2001 - African Caribbean Citizens Forum Leicester

Development of a business plan for this umbrella organisation that represents the views of black organisations in Leicester

2003 - Finsbury Park Trust

Feasibility study into the development of a community cluster to accommodate community organisations and provide shared services and facilities for their operation

2000 - London Borough of Hounslow

A feasibility study for the setting up of an 800 seat community function centre for Asian weddings

1997 - Rotherham Borough Council

The development of a business plan for a managed workspace project for the ethnic minority community.

1997 - Peterborough Council

The development of a business plan for an umbrella organisation of all African Caribbean organisations.

1996 - African Caribbean Arts and Cultural Centre

Feasibility study and business plan for the transformation of a community centre into an arts and cultural centre using funds from a successful lottery application.

1986 - African Caribbean Leadership Centre

A feasibility study into the setting up of a black-controlled radio station in North London.

- **Capacity building and training**

I have provided capacity building assistance and management development training to many organisations across the voluntary sector and been involved in the recruitment, induction, and development of trustees

2. **2004 - Voluntary Sector Resource Agency – Hammersmith and Fulham**

Capacity building one on one assistance with five organisation to help them resource funding from outside the borough. This involved implementing health checks, reviewing previous applications, researching potential sources of funding, and helping with the filling in of application forms and funding proposals

2004 - Golborne SRB

Capacity building assistance to 30 community groups and voluntary organisations operating in the Golborne SRB area. This involved implementation of health checks, provision of training on business planning and fundraising strategies and assistance with the development of forward strategies for the organisations

2001 - Project Fullemploy

In-depth one on one consultancy with 10 groups in Yorkshire and the West Midlands. This involved undertaking a health check of the organisation, finding out their needs and providing them with practical and immediate solutions to enable to resolve these issues

2000 - Leicester Carnival Committee

Provision of management development programme covering Roles and Responsibilities, financial Management, Business Planning and Fundraising

1998 - African Caribbean Citizens Forum - Leicester

A training and management development programme for management committee members focusing on their committee and meetings, strategic planning, functional management, partnership formation and business planning skills.

1995 - Black Elderly Group in Southwark

The design and implementation of a management committee course on interviewing skills and recruitment, employment and staff management.

1994 - Black Contractors Association

The design and implementation of a communication skills course for members of the organisation. Topics included: Interpersonal skills, Leading a voluntary organisation, Team building, Presentation skills, Persuading and Negotiation, Meeting management

1994 - SIA

Provision of training courses and management development sessions to community groups and voluntary organisations that are members of this umbrella body for the black voluntary sector.

1994 - African Caribbean Centre

The design and implementation of a management design course for management committee members focused on their needs and the needs of the organisation. Topics included Legal and lease issues, Effective management of a community enterprise, Staffing and Reward systems, Efficient resource management, Financial management, Marketing the Organisation.

- **Policy Research and Community engagement**

2017 Lambeth Borough Council

Mapping of the voluntary and community sector leading to the reorganisation and proposals for setting up a facility to support the sector

2014 - International Organization for Migration

Mapping of Nigerian Health and Education professionals in the UK to find out their views as to how they can contribute to the development effort in Nigeria leading to a report - Promoting better management of migration in Nigeria

2014 - Insight into the Black Caribbean Community in Lambeth

A mixed method research on the views on Black Caribbean Residents in the borough Lambeth examining why they are dissatisfied with the council and recommendations on how they can be co-opted to codesign and co-deliver services in a co-operative council

2010 - The State of the Black Community and Voluntary Sector

Research into the state of African Caribbean Voluntary and Community Organisations in the UK and the critical roles they play.

2008 - Greater London Authority

The State of Race Equality in London. This research examines the extent to which public bodies are implementing the Race Relations Amendment Act 2000 and is meant to inform the Mayor's conference to be held on 25th March 2006 at City Hall.

2005 - Octavia Housing and Care

Research into the employment needs of their tenants with a view of setting up an employment action project that will involve the major suppliers of goods and services to the organisation

1999 - Bexley Council Economic development Unit

Research into the barriers to employment for young ethnic minority people living in four wards in Bexley. The research is an integral part of an SRB programme to regenerate the area. It involves 200 interviews with unemployed people and 30 interviews with employers in the area. An action plan for minimising and eliminating some of these barriers will be drawn up. The results of the research will form the basis of a programme targeted at these young people.

1998 - Focus Central London

Survey of ethnic minority businesses in Lambeth and Southwark. Equinox Consulting carried out the fieldwork for this research programme that sought to identify growth potential amongst ethnic minority businesses and to what extent they utilised the services of Business Links. The fieldwork was undertaken in several phases: in depth interviews with 30 representative businesses, 200 telephone interviews, and 2 focus groups.

Clients comments

- “the ACCF launched the business plan to the community and have received favourable response to the contents and the work programme. The plan was also presented to the leader, Leicester city council and his associates and they too offered their congratulations on the comprehensive research and vision.” - Chair, African Caribbean Citizens Forum, Leicester.
- “I would like to express my appreciation, and we are extremely grateful to you for providing five superb capacity building training sessions. The training consultants, Ade Sawyerr and Maxine James of Equinox Consulting delivered excellent modules which suited the needs of the CEMP membership.” -Development Worker, Crawley Ethnic Minority Partnership