



BUILD

BUILDING UNDERSTANDING
THROUGH INTERNATIONAL
LINKS FOR DEVELOPMENT

Strategic Plan 2011 to 2014

Version 4 – 15 April 2011

BUILD believes that global community partnerships make the world better.

With your help this can be real for everyone.

Working with community, national and global partners ...

... BUILD promotes cross-cultural links and provides services to help communities to link and to develop their work in ways...

... that increase global peace, prosperity and justice.

Contents	Page
What BUILD is	2
BUILD's past and future context	3
BUILD's strategy 2011-2014	5
BUILD's resources 2011-2014	6
BUILD's plans 2011-2014	7
Members' & trustees' work 2011-2014	9
Appendix	
BUILD's brand and positioning	10

What BUILD is

BUILD's VISION

- BUILD believes in a world of peace, prosperity and justice.

BUILD's VALUES

- **Equality:** we strive to treat all people equally and with mutual respect.
- **Empowerment:** we seek to enable all partners to benefit each other.
- **Sustainability:** we encourage behaviour that leads to a sustainable society.

BUILD's MISSION

Our purpose

- We work with others to increase the reach and impact of global community partnerships.¹

Our beliefs

- No-one should go through life without being touched by a global community partnership.
- Community partnerships increase peace, prosperity and justice through
 - Mutual understanding and respect
 - Community cohesion
 - Personal confidence, dignity and empowerment
 - Professional development in a global context
 - Sustainable community development

Our identity

- We are an independent UK membership charity.²
- Our members are government, commercial and non-governmental organizations.
- We are accountable to institutions and individuals who support us, and to our members.

Our culture

We seek to be Driven, Innovative, Considered, Results focused, and Helpful.

Our work

- We advocate at individual, public & political levels, on behalf of community partnerships
- We promote and support good practice in community partnerships
- We demonstrate the impact of community partnerships in both northern and southern societies
- We bring these global partnerships into the mainstream of life

THE BOUNDARIES OF BUILD's WORK

- BUILD represents its members and collaborates with them for funds or voice.
- BUILD is careful not to compete directly with its members for funds or voice.
- BUILD supports organizations involved in community partnerships but is not directly operational.

¹ Communities include cities, towns & villages; local government: schools; faith, health, youth, culture & sports organizations; companies; etc.

² BUILD's charitable objects are to advance education, relieve and overcome poverty, promote health and promote racial harmony worldwide in particular but not exclusively by:

- a. Provision of training, information, advice and assistance to its members and others on effective ways that international links between organizations and communities in the UK and organizations and communities in the rest of the world can contribute to education, relief of poverty and racial harmony;
- b. Research into the contribution to education, relief of poverty and racial harmony by international links between organizations and communities in the UK and organizations and communities in the rest of the world and publishing the useful results of the research.

BUILD's past and future context

The historical context of North-South Partnerships

Following the 1939-45 war, a deliberate attempt was made in Europe to ensure that conflict never broke out again. The twinning movement between town and district councils in Germany, France and UK was one result. In 1971 the concept was recognized by the UN when the General Assembly passed resolution 2861 in support of city-to-city partnerships (C2C).

In the 1980s and 1990s there was a growing concern over the imbalance between the rich North and the poor South, as described in the Brandt Report "North South – A Programme for Survival". This and televised images of natural disasters and social deprivation in the South led to community-based NGOs in Europe, Africa, Asia, Latin America and the Caribbean exploring the potential for the development of global partnerships for solidarity and mutual learning.

Further impetus came from growing mobility of populations and the diversity of people in many Northern countries. There was a need to understand the cultures, faiths and social structures of the communities from which migrants came. Global community-based partnerships could help to provide that understanding and to build social cohesion. Many different groups formed global partnerships that embraced technical cooperation, mutual learning and professional development. They included:

- Community groups
- Faith-based organizations, particularly Christian churches
- Local authorities forming partnerships for decentralised cooperation
- Hospitals and other health care institutions
- Schools and higher education institutions.

Many partnerships were, and some still are, based on providing assistance from "rich" northern communities to "poor" communities in the South. But as Southern partners have found platforms to voice their concerns about this paternalistic approach and their status as the "recipients of charity", the mutuality of benefits has become better understood and more explicitly reflected in partnership frameworks.

If you wish to accompany us in the long term on our journey of development as equal partners recognising that we have a role to play in your journey of development you will be most welcome!

Sithembiso Nyoni, Zimbabwe
UKOWLA conference 2001

The context for BUILD's first ten years

BUILD was founded in 2002 following a conference in Cumberland Lodge, Windsor and has worked with others since then to increase impact on peace, prosperity and justice of community partnerships; through its focus on increasing the numbers and quality of partnerships.

BUILD advocates at individual, public & political levels, on behalf of community partnerships. BUILD and its members have contributed to an increasingly positive environment for sectoral and cross-sectoral community partnerships. Many initiatives have started with sectoral programmes, which become the foundation for cross-sectoral partnership.

In the **Education** sector, the Department for Education and Skills (DFES) published "Putting the World into World Class Education" in 2004, stating that global partnerships between schools and higher education institutions are crucial to its strategy. The ambitious plan was that every UK school should have an global partnership by 2010. This has not been achieved but the current estimate of North South schools partnerships is 3,800.

DFES set up the Global Gateway website, a partner-finding resource for schools.

The Department for International Development (DFID) supported knowledge of development issues through its Development Awareness Fund. In July 2006 DFID stated that "the UK will double investment in development education, as we seek to give every child... the chance to learn about issues that shape their world. [We will] set up a scheme to... build partnerships".

DFID's Global School Partnerships programme involves some 3000 schools in UK, partnered with schools in countries in Africa, Asia and the Caribbean. DFID also funds Development Partnerships in Higher Education, a worldwide programme designed to contribute to attainment of the MDGs.

In the **Health** sector, following Lord Crisp's 2007 report "Global health partnerships: the UK contribution to health in developing countries", DFID established the International Health Links Funding Scheme and has subsequently, in 2010, announced the £20m Health Systems Partnership Fund.

In **Cross-sectoral** work, DFID's Global Community Links programme, launched in 2010, supports partnerships that are not necessarily confined to single sectors. It focuses on increasing understanding of global issues in the UK through links between community groups in the UK and developing countries.

BUILD worked with the Welsh Assembly Government to develop the Gold Star scheme, which recognizes excellence in partnerships to increase their numbers and quality. Gold Star is not confined to understanding as an end, but recognizes impact on peace, prosperity and justice on both sides of partnerships.

Much of the previous government's support for linking focused on understanding as an end in itself. While BUILD and its members saw this positively – mutual understanding being a pre-requisite for building peace, prosperity and justice; and for popular support of UK Aid budgets – they also saw it is partial; since understanding is a means to greater ends, achieving the MDGs and building peace, prosperity and justice.

BUILD and its members can claim much influence on all aspects of this positive environment, which has provided a platform for other work. Available funds have provided impetus to the growth in numbers of links between the UK and the Global South, and have provided BUILD with the context to do more.

- BUILD has promoted and supported good practice in community partnerships. We commissioned a Toolkit of good practice, launched by Archbishop Desmond Tutu in 2007.
- BUILD has worked to demonstrate the impact of community partnerships in both northern and southern societies. In 2009 we published research on the impact of schools' partnerships.
- BUILD aims to bring these global partnerships into the mainstream of life. The Gold Star scheme in Wales has raised the public profile of linking partnerships.

The context for BUILD's next five years

BUILD faces a more challenging context going forward.

The **Political** context is different. Though the new government is committed to the aid targets, it questions the value of development education. Many partnerships would sympathise; it is not an end but an important means to the end of making a difference to poverty. BUILD has represented this view consistently. But BUILD also consistently recognizes and promotes the mutuality of benefit in partnerships.

Partnerships are not immune to the consequences of **Economic** turmoil of 2008. Reduced central government, local authority and private sector budgets all have adverse effects. But BUILD recognises that the most successful and sustained partnerships are rooted in volunteerism.

Social patterns are mixed. Cuts in resources put a strain on voluntary activities, but if the Big Society is a force for good it could benefit those who work in links. Migration creates challenges and opportunities with the diaspora from other countries living in UK; challenges in finding the true voice of the diaspora and opportunities for collaboration and social integration. BUILD is working with diaspora organizations.

There is much potential from **Technological** development. Electronic media create many opportunities to build relationships, encourage joint work and provide opportunities for lobbying at low cost and with less travel. Some BUILD members are leaders in this field.

Environmental influences provide both challenges (reducing environmental damage) and opportunities (work to raise awareness of the impact of climate change and mitigate damage to the environment).

An ongoing **Legal** difficulty, arising from security policies, is avoidance summary application of immigration controls, which disaffect partner exchanges. BUILD has established relations with the UK Borders Agency.

BUILD's Strategy for 2011 to 2014



BUILD seeks three outcomes

- A positive environment for global community partnerships
- Growth in numbers of global community partnerships
- Improved quality and increased impact of global community partnerships in the North and South

BUILD will pursue three strategies

1. Communications

- **Advocacy**; by lobbying national and global bodies for policies and practices that will support community partnerships; the main targets are HMG, the Commonwealth and the EU.
- **Raising profile**; by publicizing stories of partnerships that increase global peace, prosperity and justice; the main targets are the “thoughtful” national and local media and academia, both of which can extend the reach of work to the general public.
- **One Stop Shop**; by becoming the place where can be found access to or signposts to materials about impact; tools that help to improve practice; and networks of relevant contacts. The main targets are partnerships.

2. Projects

- Develop projects that support the **Communications** work (above); by demonstrating impact; by generating inspiring stories about partnerships that increase global peace, prosperity and justice; and by developing resources where none exist.
- Develop projects that help develop exemplary practice in sectoral or cross-sectoral partnerships; including continuation of the Church Schools and Diaspora programmes.

3. Sectors

- Support the partnerships movement with the provision of tools that enable them to have more impact; through the **One Stop Shop** work (above).
- Support Southern voices in their development of regional sister organizations.
- Develop member services; including data base usage; support for sectoral initiatives; member meetings; and regular newsletters.

BUILD's Resources for 2011 to 2014

BUILD is a membership organization. It obtains its resources from

- **Membership fees:** These are unrestricted. BUILD's trustees' policy is to have low fees to encourage breadth and depth of membership; consequently this is not a large source of income.
- **Unrestricted grants:** Some grants have been made by trusts and members in the past but the economic environment makes it an unlikely source in future.
- **Events and Donations:** These produce unrestricted funds but have been at a low level to date.
- **Restricted funds:** These can be used only for specific projects. Past and current examples include work on Impact, Gold Star, Diaspora and Church School links. There is most potential here.
- **Voluntary work:** Volunteers give time on executive tasks and specific projects which saves money.

BUILD needs unrestricted resources to pay for costs that cannot be covered by restricted funds. BUILD enters the period with a small reserve of unrestricted funds (£6920); and the prospect of some £37,000 unrestricted income in the first year, reducing in following years. These funds will not cover core costs.

BUILD's resourcing strategy seeks sustainable unrestricted resources but (until these are assured) prioritizes development of restricted funds, and uses paid staff to deliver the work required by restricted funds. In addition, BUILD will increase voluntary or pro bono work contributed by members.

The plan shows a modest increase in unrestricted funds; moderate achievements of restricted funds; outsourcing administration; and expenditure confined to return reserves to the level required by trustees.

The plan is prudent, returning reserves to a healthy level in an uncertain economic climate. The downside is that the resources are limited, with only the salary of the Director planned. If the income plan is exceeded in the first year or two, BUILD may have the opportunity to recruit more resources.

	2011/2012	2012/2013	2013/2014
Income	74,376	60,000	65,000
Unrestricted	38,160	20,000	25,000
Restricted	36,216	40,000	40,000
Costs	65,007	55,000	60,000
Charitable	50,785	40,000	40,000
Administrative	14,222	15,000	15,000
Surplus	9,370	5,000	5,000
Closing balance	18,494	23,494	28,494

Fundraising plans in order of allocation of effort are

Source	Probability	Comments
Restricted grants	Likely	Trusts and foundations will be the main source
Membership	Likely	Including member-get-member and direct recruitment
Donations	Likely	Small scale direct mail and member recruitment of individuals
Member grants	Possible	Member grants of unrestricted funds will be sought
Statutory sources	Possible	There are limited opportunities at present, but this may change
Philanthropists	Possible	Personal conviction is crucial
Events	Limited	Only where volunteers are committed to organizing them
Consultancy	Limited	The risk is of high staff diversion with low net returns

BUILD's Staff and Volunteer Plans for 2011 – 2014

Communications Plan

Advocacy; lobbying national and global bodies for policies and practices that support community partnerships; main targets are HMG, the Commonwealth and its member countries and the EU.

1. Develop the APPG "Connecting Communities" as our channel for access to MPs and UK ministries.
 - Seek to extend cross party membership of APPG
 - Coordinate better with local lobbying
 - Meetings with key politicians of opposition parties.
 - Work with country specific APPGs and the UK diaspora from those countries to raise the profile and encourage the development of partnerships
2. Use the APPG to gain access to target government departments to lobby for community partnerships.

<ul style="list-style-type: none"> ▪ Cabinet Office ▪ Communities and Local Government ▪ Culture, Media and Sport ▪ Department for Education ▪ Energy and Climate Change 	<ul style="list-style-type: none"> ▪ Environment, Food and Rural Affairs ▪ International Development ▪ Health ▪ Foreign and Commonwealth Office ▪ Home Office
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3. Work with the UK Borders Agency on visa issues affecting inter-partner visits and exchanges.
4. Work with the Commonwealth Foundation to support their vision of community partnerships as a means of delivering its plans, focussing particularly on leaving pro-linking legacies after major Commonwealth conferences (e.g. Commonwealth Heads of Governments Meetings, Commonwealth People's Forums and Commonwealth Conferences of Education and Health Ministers).
5. Roll out the Gold Star scheme with Commonwealth organizations in 2012 and beyond.
6. Develop with the Council of Europe's North-South Centre in Lisbon a strategy for the development of partnerships between European communities and the South.

Raising profile; by publicising stories of partnerships that increase global peace, prosperity and justice; the main targets are the "thoughtful" national and local media and academia both of which can extend the reach of work to wider publics.

7. Develop a stories data base.
8. Develop plans to
 - Promote stories with national media.
 - Help partnerships promote stories to the local media.

One Stop Shop; by becoming the place where can be found access to or signposts to materials about impact; resources that help to improve practice; and networks of relevant contacts; the main targets are partnerships.

9. Develop the website as an accessible resource open to and promoted to all linking partners.
10. Develop web-based resource library to provide materials, advice and contacts to all linking partners.
 - Review the toolkit needs for updating and schedule any update.
 - Bring together resources on monitoring and evaluation for links.
 - Provide a library of web links to useful resources from other organizations.

11. Use existing social and professional networks that are accessible to North and South (e.g. Face Book and LinkedIn) to enable inter- and intra-sectoral sharing of experiences.
12. Develop the links database for use in lobbying, identifying partners and sharing experiences.

Project Plans

Projects that support the Communications Strategy

13. Work with Commonwealth organizations on a plan to roll out the Gold Star scheme in 2012.
14. Work with the ONE Campaign and others to promote use of our stories.
15. Develop communications tools to help community partnerships in placing their stories with the local media.
16. Identify an academic body that is willing to work with BUILD and others in consolidating available monitoring and evaluation, impact assessment and research materials in academic study of community partnerships.

Projects that help develop exemplary practice in sectoral or cross-sectoral partnerships

17. Implement the “Bringing the World into Faith Schools in the UK” project.
18. Implement the “Building on UK Diaspora International Partnerships” (BUKDIP) project.
19. Support development of websites for diaspora groups with development programmes in their countries of heritage.

Other projects will be proposed to trustees as they are developed.

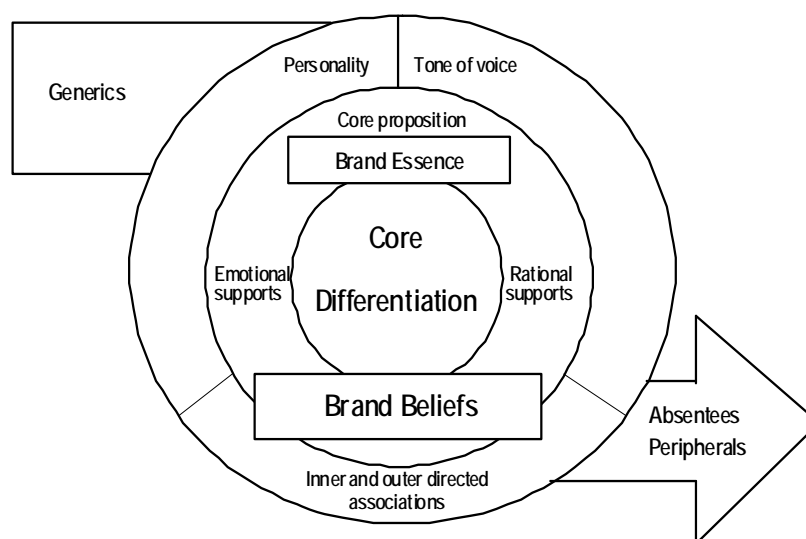
Sector Plans

Support partnerships with resource provision; see 9 and 10 above.

20. Support Southern voices in their development of regional sister organizations. The priorities are those where work has started.
 - West Africa
 - East Africa
 - Caribbean
21. Develop and operate member services; including
 - Develop services derived from the data base to leverage its value.
 - Support for sectoral initiatives as they arise from sectoral work.
 - Run two full members’ meetings each year.
 - Publish quarterly newsletters including BUILD news, sectoral news, signposts to communications materials, and signposts to resources.

BUILD's Brand and Positioning

Brand Blueprint



Core proposition	BUILD promotes support for global community partnerships.
Brand essence	Global community partnerships increase peace, prosperity and justice.
Generics	Trustworthy, Committed, Accountable, Effective
Differentiator	Empowering
Rational supports	Coalition, Cross-sector, Mainstreaming, Cross-cultural, Practical, Global
Emotional supports	Members' values, Leader, Originator, Caring
Personality	Driven, Innovative, Considered, Results focused, Helpful
Tone of voice	Tone... Compelling Delivery... Plain talking, succinct
Associations	Inner... BUILD helps me make a difference Outer... I have seen that communities can change the world
Absentees	Sustainability, International equivalents
Peripherals	Niche, Unknown

Positioning

Core belief	BUILD believes that global community partnerships make the world better.
Call to action	With your help this can be real for everyone.
What typifies BUILD	Working with community, national and global partners ...
How BUILD works	... BUILD promotes cross-cultural links and provides services to help communities to link and to develop their work in ways...
End benefit	... that increase global peace, prosperity and justice.