



BUILD was founded in 2002 at an international agency meeting at Cumberland Lodge, Windsor in response to the growing interest in the development of community-based partnerships between communities in UK and in the Global South (Africa, Asia, Caribbean, Latin America) and the impact they have on personal, professional and community development at both ends of the partnership.

BUILD's members are committed to the development of these sustained partnerships recognising the mutuality of benefit to those involved in the partnership. It is not a one way stream of aid.

#### MEMBERS 2002-2013

Africa Foundation Stone	Links Japan
All-Party Parliamentary Group "Connecting Communities"	Local Government Association
Arup	Network of Ugandan Researchers & Research Users
BBC World Class 2012	Partnership for World Mission
Black South West Network	Plan UK
British Council	Royal African Society
Cambridge Education Foundation	Royal Commonwealth Society
Chartered Institute of Environmental Health	The Grubb Institute - Ubuntu4Schools
Children of Sudan	The Sabre Charitable Trust
Commonwealth Foundation	The Schumacher Institute for Sustainable Systems
Commonwealth Youth Exchange Council	Scotland Malawi Partnership
Department for Education and Skills	The Scouts Association
Department for International Development	Think Global
East London Mental Health	THET
Fairtrade Foundation	Transform Drug Policy Foundation
Feed the Minds	Tzedek
Help the Hospices	UK National Commission for UNESCO
HEC Global Learning Centre	UK One World Linking Association
International Centre of Excellence for Community Schools	VSO
International National Trusts Organisation	Wales Council for Voluntary Action
LifeLine Network International	World Child Cancer
Link Community Development	

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# small investment big returns



“Never doubt that a small group of intelligent, committed citizens can change the world – indeed it is the only thing that ever has!”

**Margaret Mead** Anthropologist

“We can change the world... by changing attitudes, by changing perceptions.”



**Aung San Suu Kyi**

Tribute to Nelson Mandela 2013



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## SMALL INVESTMENT, BIG RETURNS

Over 30 years some 700,000 British people have worked quietly and voluntarily with partners in the Global South to change the world for the better. This report shows:

- how Community Partnerships have developed over more than 30 years;
- their impact on peace, prosperity and justice at home and abroad;
- threats to this work from variable commitment to it, and cuts in resources;
- how to get big returns from small investment in partnerships.

In an inter-dependent world, we face immense challenges in migration, climate change and inequality in economic development. Far from seeing these as questions for all to address together, many people criticise overseas aid; oppose those of other origins or faiths; and are politically alienated. These conditions breed xenophobia, racism, radicalisation, unrest and even conflict.

In contrast to this picture, the UK's long history of North-South community-led partnerships is founded on mutuality and reciprocity. Their proven, demonstrable benefits are an invaluable part of the UK's aid and development work.

Such partnerships contribute to peace, prosperity and justice both at home and abroad. And modest support for and simple coordination of Community Partnerships inspires new generations and new communities to understand and appreciate better the diverse communities in which they live and will inevitably work.

Such productive community effort should be encouraged, but its voluntary efforts are threatened by the reduction or withdrawal of even the modest support it has had in the past; by partisan shifts in policy; and by compartmentalisation of issues that are joined up at a local level.

A small investment in support for Community Partnerships will:

- increase understanding of, support for and contribution to UK overseas aid;
- increase understanding of and harmony between peoples of differing cultures;
- help communities address issues of migration, climate change and inequality.

**BUILD calls on Her Majesty's Government to:**

- **lead a cross-party strategic approach to development through Community Partnerships;**
- **lead a cross-departmental appreciation of the multiple benefits of Community Partnerships;**
- **support community based partnerships through a Programme Partnership Agreement.**

“BUILD are saying ‘We are family’.  
If we don't listen and respond to that call,  
we are destined for extinction!”



Archbishop Desmond Tutu  
at a meeting of the All Party Parliamentary Group  
“Connecting Communities” 2008

## The case for an all party consensus

Community based partnerships have flourished in the UK for more than 30 years, striving for peace, prosperity and justice at home and abroad.

A brief history of these inspiring manifestations of the Big Society is appended on page 12. In essence it shows the greatest growth since 2000 with some 700,000 British people active in town, school, health care, youth, faith, cultural and diaspora partnerships with developing countries. BUILD was founded in 2002 to promote growth in numbers and quality of partnerships through:

- researching and promoting best practise. BUILD commissioned a Toolkit of good practice, launched at the Commonwealth Secretariat by Archbishop Desmond Tutu in 2007;
- demonstrating impact through published research, some of which is appended on page 15;
- being a voice for the thousands of diverse partnerships in the UK.

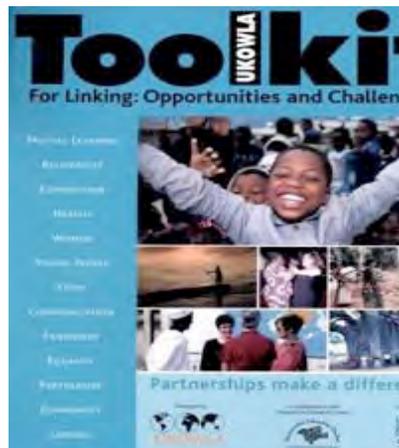
Successive UK governments have recognised and supported Community Partnerships but have tended to recognise only part of their positive impact. The last government focused on changing attitudes by making funds available for increasing development awareness in the UK. The current government has focused on more direct impact on poverty, such as with the Health Systems Partnership Fund.

The truth is that good Community Partnerships do both these things – and much more. But shifts in policy can damage partnerships that have multiple benefits.

Partnerships most often start by aiming to make a difference to poverty. As they develop, they focus more on benefits at home and abroad; including support for development, understanding other cultures, creating harmony between ethnic and faith groups, and local environmental action. In a local community it is clear that these are all relevant and inter-connected.

**BUILD calls on HMG to lead a cross-party strategic approach to development through Community Partnerships.**

*The Toolkit for Linking was commissioned by BUILD and launched by Archbishop Desmond Tutu in 2007.*



## The case that Community Partnerships make a difference

Most partnerships study their impact and examples are appended on page 15; but it is stories of the partnerships that inspire – and show how they transform lives.

The MDGs were inspiring and aspirational but the world has failed to meet them. Community Partnerships deliver – even at the MDG level. The 32 year partnership between Marlborough UK and the Muslim community of Gunjur in The Gambia was found in 2012 to be doing that.

“Whereas The Gambia was not likely to reach all MDGs by 2015, Gunjur would reach the targets.” Claire Gent, 2012.

Pen-y-graig in the Rhondda was a coal mining town. With mining gone, employment prospects were bad, and its children had little future. Community leaders focused on a legacy of the mining era – their brass band. They took their band to play jazz at the Brecon Jazz Festival. A South African heard them and suggested they combine with his drum band. They did. They rocked!

A few years later the two communities in the Rhondda and Cape Town had become friends, helped each other with the development of their community centres – and the combined bands played together at a rugby international between Wales and South Africa at the Millennium Stadium. Result!

## Breadth of impact

These stories, and the impact studies appended show that Community Partnerships make a difference not just in development overseas, but in many areas – including domestic development, understanding of different races and cultures, support for the protection of the Aid Budget and in reconciliation of differences.

The impact of Community Partnerships relates to many UK Ministries: DFID for aid; the Home Office for security; UKBA for visas; DoH for health care partnerships; DCLG for social cohesion; and the Department for Education for educating young people to become global citizens.

It is rare for so many Ministries to be involved with a single topic. There should be room for a cross-departmental approach to Community Partnerships, perhaps located within one Ministry.

**BUILD calls on HMG to lead a cross-departmental appreciation of the multiple benefits of Community Partnerships.**

Sharing experience, values and impact is central to community partnership work



Global education and understanding other cultures is at the heart of school partnerships



## The funding challenges

The largely voluntary work carried out by Community Partnerships is threatened by reduction of past support, reflecting the shifts in policy between governments. Community Partnerships raise funds locally, but modest funding from elsewhere encourages:

- growth in numbers through small grants for setting up new partnerships embedded in good practice;
- Growth in quality through the sharing of good practise and learning among diverse partnerships;
- Growth in scale of impact where project funding meets partners' most important needs directly.

The global crisis, recession and funding cuts have affected Community Partnerships as many others:

- charitable trusts have less income but more calls on funds as government spending has been cut;
- faith organisations are under income pressure and less able to fund partnerships; and
- public giving tends to reduce as the real value of personal incomes has come under pressure.

UK government's commitment to its aid budget target is welcome. Yet, for Community Partnerships, only the Health Partnership Scheme has been maintained. The Community Linking Programme was closed after 3 years; and the £25m Global Schools Partnership programme was closed after 7 years albeit with the much smaller £3m "Connecting Classrooms" programme in its place.

## The strategic case for Government investment

**There are three big arguments for Government investment in Community Partnerships**

- **To address domestic prejudices that breed xenophobia, racism, radicalisation**
- **To build popular support for government aid policy**
- **To make tangible differences to poverty internationally at low cost**

### Addressing prejudice

An inter-dependent world faces challenges in migration and inequality. More people are opposed to migrants and those of other origins or faiths. These are conditions that breed xenophobia, racism, radicalisation, unrest and even riot.

Community Partnerships introduce locally relevant ways of understanding other cultures. Partners share common aims and understanding of the issues they address; and engagement with the diaspora from the countries with which they are partnered helps them to see diversity as valuable and understand the contribution that the diaspora make to UK society, particularly in health and social service.

### Aid policy

The commitment of the UK government to the UN aid target is applauded.

But challenges are growing. These challenges are characterised by negative opinions as "What's in it for us?"; "Charity begins at home"; "It goes to corrupt governments"; "There is too much waste" and so on.

Community Partnerships address these negatives directly, and locally. Mutual benefit is transparent in the community – at home and abroad. Support goes directly to their partners. They see that what they support at low cost and at local level makes a real difference to people's lives.

### Tangible differences

There is a place for both macro and micro aid. Inter-governmental aid will necessarily be large scale; but such organisations as Kiva show public interest in direct small-scale projects.

Community Partnerships use small-scale grants to leverage more funds from within their communities, from philanthropists, local government, public gifts and local businesses. The focus of their project work will be on what their partners need and will be visible to their donors. There is already evidence:

- the Welsh government, focusing on the benefits of Community Partnerships to Wales, has put £60,000 a year into seed funding which has leveraged a further £1.5 million;
- the Scottish Parliament has put some £9m into supporting the 630 community based partnerships between schools and communities in Scotland and counterparts in Malawi with a leverage to £30m.

**BUILD calls on HMG to support community based partnerships through a Programme Partnership Agreement.**

## The BUILD proposition

### Whereas Community Partnerships between communities in the UK and the South:

- contribute to peace, prosperity and justice both in developing countries and in the UK;
- have impact in
  - achieving the MDGs at community level,
  - community development at both ends of the partnership,
  - and community harmony and cohesion at both ends of the partnership;
- raise awareness and understanding of global issues and support for aid policy in the UK public;
- have a high rate of return on investment;
- represent the Big Society at its best;
- but suffer disproportionately from economic restraint:

BUILD recognises the contribution made by successive Governments in supporting community based partnerships through Connecting Classrooms, the Global Learning Programme, Health Care Partnerships, etc.

### BUILD calls on Her Majesty's Government to:

- include a cross-party strategic approach to development through Community Partnerships in its aid strategies;
- establish a cross-departmental approach to Community Partnerships;
- recognise the impact of community based partnerships and support them from the DFID budget by developing a Programme Partnership Arrangement with BUILD which will
  - make PPA core funds available to BUILD's members for the growth in numbers and quality of Community Partnerships
  - ensure good practice in these partnerships, not least through the widespread use of the BUILD/UKOWLA Toolkit for Linking
  - establish funding for schools partnerships
  - establish funding for whole-Community Partnerships
  - fund research and communication of positive stories about aid and diversity;

all to be targeted at high impact, low cost development for communities in the Global South through these partnerships: whether by towns and villages, schools, health care institutions, local authorities, faith-based bodies, youth and cultural organisations.

## A brief history of Community Partnerships

After World War II, European Town Twinning aimed to avoid future conflict by bringing together people at community level. In 1971 the UN General Assembly resolution 2861 supported city-to-city partnerships. In 1980, the Brandt Report "North South: A Programme for Survival" inspired a new form of linking addressing the imbalance between the rich North and the poor South. This and TV images of emergencies encouraged development of partnerships for mutual learning, support and professional development. Impetus came too from growing population mobility and diversity; partnerships helped understanding of migrants' cultures, faiths and social structures; and helped integration.

Partnerships included whole community groups, faith-based organizations (eg every one of the 44 Anglican Dioceses has a partner in the Global South), local authorities, hospitals and other health care institutions, schools and higher education institutions, diaspora, youth and cultural groups. Many were based on providing assistance from "rich" to "poor" but as Southern partners voiced concerns about being "charity beneficiaries", mutuality of benefits became better understood and reflected in more equal partnerships.

BUILD was founded in 2002 to increase impact by increasing the numbers and quality of partnerships. Strong advances have been made in the last ten years. **BUILD has played an advisory role in all of the following.**

- In Education, the Department for Education and Skills published "Putting the World into World Class Education" in 2004, making partnerships between education institutions central to its strategy. There are some 4,500 school partnerships today. DFID's Global School Partnerships programme involved some 3,000 UK schools. BUILD maintains that young people must be educated to understand the global context in which they live and will work or we are failing them in their education.
- In Health, 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; in 2010, it announced the £20m Health Systems Partnership Fund.
- In Cross-sectoral work, DFID's Global Community Links programme, launched in 2010, supported partnerships that are not confined to single sectors. It focused on increasing understanding of global issues in the UK through partnerships.
- BUILD works with the Welsh Government to develop the UN supported Gold Star scheme which recognises excellence in partnerships through the Wales Africa Community Links scheme to increase numbers and quality. Gold Star recognises impact on peace, prosperity and justice on both sides of partnerships.
- BUILD works with the Scotland Malawi Partnership. Scotland has a historic and culturally well-embedded relationship with Malawi, dating back more than

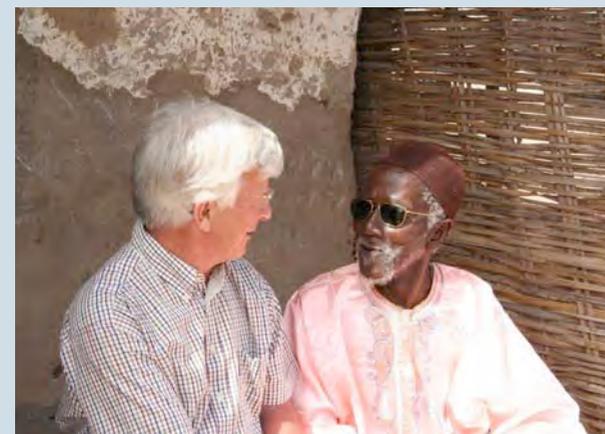
Empowerment of women has been a consistent finding in community partnerships



Sharing skills through school and health partnerships



Income generation in The Gambia through vegetable gardening as part of a community partnerships programme improves nutrition and health, supports families and educates children



Simple but profound lasting friendships across cultures and faiths encourage self-confidence for personal development at both ends of the partnership.

150 years to Dr Livingstone. More than 85,000 Scots and 148,000 Malawians are actively involved each year, benefiting more than 280,000 Scots and 1.38 million Malawians. Modest support from the Scottish Government leverages £30 million+ of activity undertaken annually by its 640 members with a 300 fold ROI.

- BUILD has also recognised the important role of the UK African and Asian diaspora. Funding from the John Paul Getty Jnr Trust has enabled work with representatives of the diaspora to build on the partnerships they have with their countries of heritage. A view from the diaspora is that they need closer collaboration with Government in their contribution to development.

BUILD and its members have influenced all aspects of this positive environment.

## Impact studies

Community Partnerships are founded on the energy and effort of people in the community and are driven by the particular needs of the partners. They do not follow a single model. Areas of impact vary from one partnership to another, so a single measure of impact is not appropriate. This problem is not new. In all development work any across the board measures (such as how many people were affected) risk being simplistic. Nevertheless, numerous studies demonstrate the positive impact that is made by Community Partnerships.

### Whole Community Partnerships

#### *Impact Study 1 (DFID 2007)*

DFID research in Marlborough in 2007 into the 32 year partnership between Marlborough, Wiltshire and the Muslim community of Gunjur in The Gambia which has involved the exchange of over 1500 people between the two communities, compared with five similar towns found:

“Significantly greater knowledge of and support for international development in Marlborough.”

#### *Impact Study 2 (Lilli Loveday BSc Bristol 2010)*

The partnership between Marlborough and Gunjur has included income generation, women’s literacy, access to water and sanitation, micro-credit and pre-school education. But a study in 2010 found that the greatest perceived impact was a change in the relationship between men and women in this traditional Muslim community.

“Women had been empowered to challenge the status quo and have greater control over their lives.”

### School Partnerships

There are some 4,500 partnerships between primary and secondary schools in the UK with schools in Africa, India and the Caribbean. Many studies have been done on impact at both ends.

#### *Impact Study 3 (James Love, MA Institute of Education 2013)*

A study of Partner Ghana’s school partnerships found:

- appreciation of diversity and global issues and commitment to action by teachers and pupils;
- teachers’ skills improved by exposure to new methodologies;
- UK students’ stereotypical views of Africa were challenged;
- Ghanaian students’ English and IT skills improved.

#### *Impact Study 4 (“Evaluating Partners in Development” Bourn and Cara 2013)*

A study of Link Community Development’s school partnership programme concluded that “all schools have gained a great deal”. In particular, in African schools there was significant change in personal hygiene and the use of the environment. Teachers’ self-esteem and confidence increased.

#### *Impact Study 5 (“The Influence of North South School Partnerships” Karen Edge et al 2009)*

A major study of school partnerships in North and South produced wide ranging analyses of ways to increase their impact; and recognized the benefits of professional development of teachers’ skills.

“In primary education the most prominent skills to emerge are interpersonal. In secondary schools, leadership skills were enhanced.”

### Health Care Partnerships

Some 130 health partnerships exist between health care institutions in UK, hospitals, primary care trusts, mental health institutions, hospices, with counterparts in Africa influenced by the work of THET (Tropical Health and Education Trust) and DFID funding. Many followed the 2007 Crisp Report “Global Health Partnerships” which drew on BUILD’s experience. Specialist partnerships exist, such as on mental health; environmental health; and hospice care.

#### *Impact Study 6 (DFID 2008)*

- Prior experience of working in Africa made for most success.

- Greater impact came when Southern partners determined the nature of the support required.
- Long-term support by experienced UK staff was most valued by southern partners.
- Partnerships are modest, low-cost interventions, focused on capacity building.
- Good process is more appropriate than impact indicators.

***Impact Study 7 (Chris Smith et al 2012)***

A study of a health link between NHS South Central and the Maddox Jolie Pitt Foundation in Cambodia found that many Cambodian health workers reported increased knowledge, practical skills and confidence leading to changes in practice as a result of the training received:

“My knowledge and skills have been more developed”

“After the trainings I have been more knowledgeable and confident.”

These findings were supported by high standards of care reported by family planning service users.

***Impact Study 8 (Kathryn Thomas et al)***

A study of Wales Africa Health Links for the Welsh Government found that their investment was

“contributing to professional development and benefit to the Welsh health organization”

***Impact Study 9 (Brenda Longstaff)***

“Our working relationship with Kilimanjaro Christian Medical Centre has continued to grow and funding raised by the local community has enabled our surgeons to develop a laparoscopic (keyhole) surgery service at KCMC, the first of its kind in Tanzania.

“This was supported through the development of a two-way telecommunications link which allows real-time images and sounds to be transmitted between Tanzania and Hexham General Hospital. This enables surgeons in the Trust to see and hear their counterparts in Tanzania and give advice and support.”

“The international link continues to gain momentum and has hosted medical students from Tanzania, undertaken ground breaking medical research, fundraised for HIV orphans and helped to establish school links between Tanzania and the UK.”



Today, more than 85,000 Scots and 148,000 Malawians are actively involved in mutually beneficial partnerships each year. This activity, according to the University of Edinburgh, benefits more than 280,000 Scots and 1.38 million Malawians annually.

It is a powerful force for change.