

# Building Capacities.

Draft Business Plan

Global Hands CIC

2016-2021

REGISTERED COMPANY:

07915859



# Legal Status

Global Hands is registered as a community Interest Company, Limited by Guarantee in the UK and has a chapter registered as a charitable company in The Gambia.

Contact details including:

## Contact Details

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# Executive Summary

Based on widespread consultation involving all the key stakeholders in the Global Hands project, this document has been developed to cover the period of 2016 – 2021 and the strategic direction of Global Hands, this document complements the 2016 Operational Plan that was put place in January 2016. In this document, we provide the background and history of Global Hands; highlighting how we started and what we are about, especially our core business of Education and Public Engagement; Global Hands Publishing; International Development; and Global Hands chapters. It also sets out our organisational structure and unique selling points as an organisation, before identifying our products and marketing strategy.

What we intend to do in this document is to highlight the story of Global Hands so far, the challenges we have encountered along the way and more importantly the strategic vision we have for our organisation.

Set up just over four year ago as a social enterprise in Leicester and as a charity in The Gambia in 2013, Global Hands has taken giant strides in the fields of organising transformative international study visits; ground-breaking education and public engagement projects; established as a significant force in publishing critical Southern voices; and award winning international development projects.

Global Hands, however has heavily depended on the goodwill of volunteers and sacrifices of directors to get to its current state to expand and develop into a significant force of public good; however this has come at a cost of a high turnover of volunteers and to progress, we need to develop a more sustainable business model.

This strategic business plan is our attempt to bring our collective thinking as an organisation into a single document; to make a statement of intention and disseminate a document that would guide our vision, mission and strategy over the next five years.

Momodou Sallah

Chair, Board of Directors

Global Hands

## Background & History of Global Hands

Every organisation has a mission, which is the purpose and reason you were established.

Global Hands was registered as a Community Interest Company in January 2012 by De Montfort University staff and students to do public good and challenge global inequality by building the capacities of the most disadvantaged members of humanity. Over the following years, a branch was registered as a charitable company in The Gambia and different chapters have been set up in London, De Montfort University and with some young people in Leicester. Global Hands, in its approach of working with people to build their capacities, considers itself a pedagogic innovator with a clear focus on using participatory methodologies to place those most disadvantaged at the centre of finding sustainable solutions to the problems they face. The aim and objectives of Global Hands are as follows:

### Aim and objectives

1. To carry out activities which benefit the community and in particular;
2. To promote social cohesion and social justice.
3. To work towards empowering the most vulnerable members of society, especially young people.
4. To promote projects that promotes global equality and address issues of international development and globalisation.
5. To promote an understanding of global issues.

Over the past four years, Global Hands has conducted its work through its four main departments:

### Education and Public Engagement

The core business of Global Hands is education and public engagement. We believe that there are two key elements to building sustainable development socially, politically, environmentally and economically. The first stage is to provoke people's consciousness in order to generate a new understanding of the world and their place in it; and the second stage is to support people build their capacities to address issues that affect them. We are, and will continue to work with communities and individuals through a wide range of methods including: non-formal education, arts, conferences, project work and sports in promoting education for critical consciousness as well as building the capacities of individuals and communities to initiate sustainable development.

### International Development

The process of globalisation means that time, space and distance have been conquered and our lives are now inextricably connected, more than ever. Global Hands promotes international development and cooperation through a focus on building the capacities of individuals and communities both in and outside the UK.

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This will be done through a range of activities including international development schools; running a skills bank to utilise the knowledge of experts and lay people as well as providing volunteering opportunities in different parts of the world.

The flagship of our initiative is the Manduar Development Hub that we have built in The Gambia to carry out research and development with a special focus on providing an environment where young people are planning activities that can yield tangible returns for them and their communities.

Global Hands also runs regular Development School trips to The Gambia where participants can embark on a transformative journey lasting about 10 days to understand development from Southern perspectives. Participants can also go on an individually tailored volunteering experience to The Gambia for 2 weeks to 6 months. These opportunities seek to engage participants to explore the impact of globalisation on a developing country as well as gain cultural competence and global literacy.

## Global Hands Publishing

Global Hands Publishing has been set up to provide the intellectual muscle to the development hands of our organisation. There are two main outlets to Global Hands Publishing: the Journal of Critical Southern Studies and the book publishing outlet which has released 7 books over the last three years and is billed to release a further three books in 2016.

The book publishing dimension seeks to regularly release a range of publications including poetry, novels and children's books. These publications are geared towards adding critical voices, especially Southern perspectives, to the development and globalisation debate.

The Journal of Critical Southern Studies (JCSS) was founded in January 2013 as part of efforts to provide an authentic outlet for the promotion and representation of 'otherness' through the lenses of Southern voices. Visit the journal: <http://jcss.our.dmu.ac.uk/>.

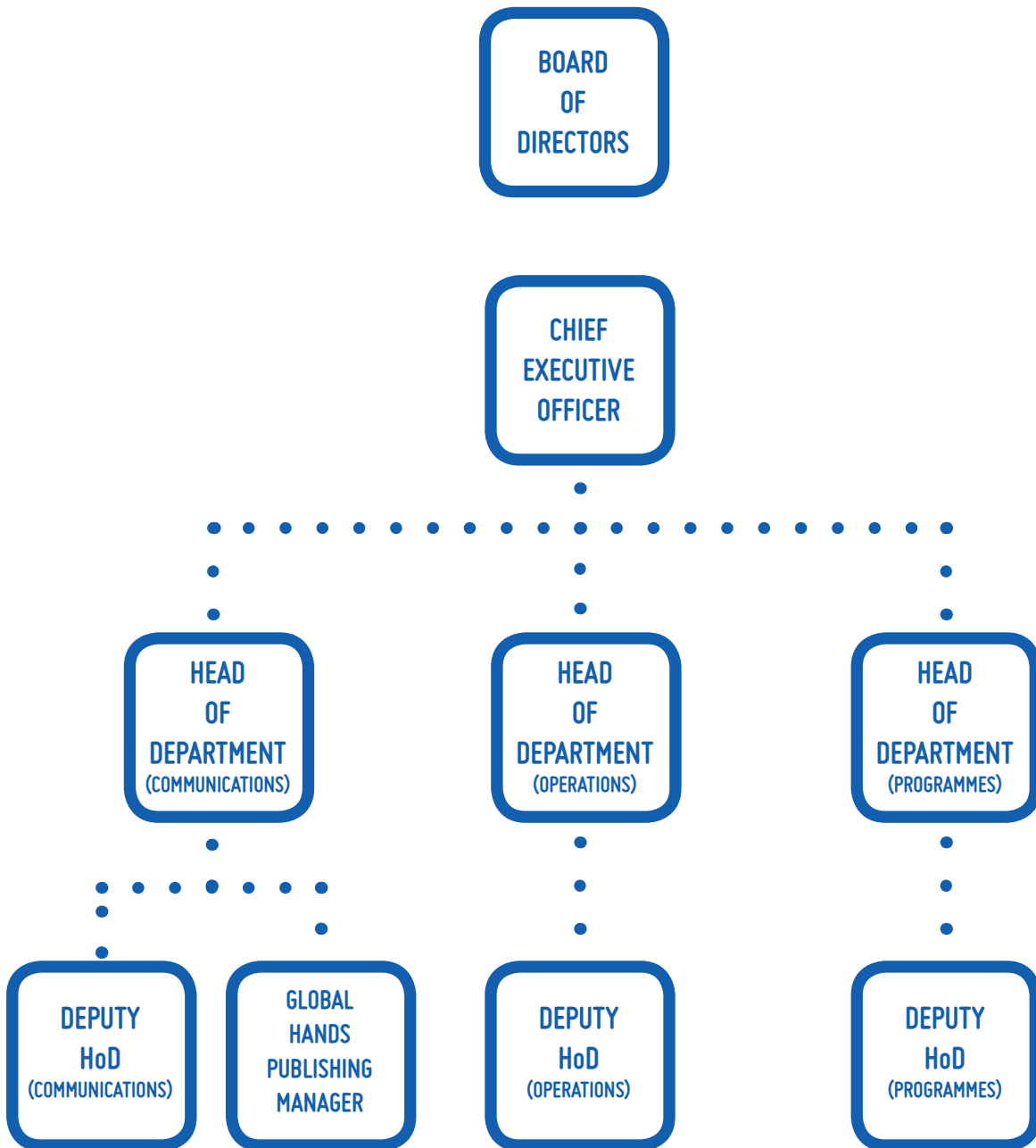
The focus and particularities of the JCSS imply that it serves to not only challenge hegemony of whatever form, but also seeks to critically interrogate the means and methods of knowledge-production and its transmission. To effectively fulfil this, there is need to broaden access to the Journal so as to expand its natural outreach and constituencies. To this end, the online journal serves to host as well as facilitate free and easy access to the Journal. The JCSS is a fully peer-reviewed academic journal produced by Global Hands three times a year. It is interdisciplinary, welcomes and encourages high quality papers from scholars and researchers around the globe.

## Global Hands Chapters

In Global Hands, we are guided by four major principles: Economic Independence, Political Neutrality, Non—Violence, and Grassroots Development. The last principle of grassroots development focuses on working with individuals and collectives to develop their capacities instead of operating from a charity point of view. We believe that those affected are best placed to develop solutions to issues confronting them; consequently, they must be at the forefront of developing solutions.

Global Hands works through a grassroots approach where individuals come together to initiate development through capacity building. In this light, we have set up chapters four chapters over the last four years, however one of them, Global Hands Youth, has not been functioning due to the director of Youth Involvement leaving over the last year.





## Organisational Structure

The above represents the current structure of Global Hands; Global Hands current has 4 core staff in the UK and 4 core staff in its registered charity in The Gambia. All the staff in the UK perform their role voluntarily whilst four paid staff in The Gambia are paid. The board of directors give strategic directives and give governance directives, and the operational staff handle the day to day running of the organisation; this is a new structure put in place since January 2016 after 6 months of consultation which concluded in December 2015. Only two out of the four current directors are involved in the day to day running of the organisation and we are keen to develop a pain structure in order to better retain staff and valuable volunteers.

# Unique Factors About Global Hands

## International study visits pedagogic innovators

Global Hands has taken over 250 students and staff to The Gambia over the last three years and has a staff team with over 30 years (between 3 key staff) of organising successful study visits spanning the last 20 years. This has received national recognition as Dr Momodou Sallah, Chair of Global Hands and DMU Senior Lecturer, won TIMES Highers' "Most Innovation Lecturer" in the UK in November 2015, based on Global Hands' work with the Gambia study visits. As most universities in the UK, Europe and US are looking at expanding the global dimension of their curriculum, this places Global Hands in a unique and exciting position.

## Experts on participatory methodologies

The four key Global Hands directors have 45 years of developing, practicing and delivering training on participatory methodologies across the world, especially with the most disadvantaged members of society. We have a team highly qualified, for example Dr Momodou Sallah having written five books and over 30 publications in this area of work as well as being an expert regularly called on across the world to deliver training and support projects. Dr Sallah is also a National Teaching Fellow with a speciality in diversity, intercultural competence and participatory methodologies. Paul Foxon focuses on sexuality and sexual health; David Judge specialises on informal education and its nexus with formal education; and Ayolah Hanley is an expert on youth work, music and the arts. This combination of talents across our team makes us unique and exceptional in our organisation.

## Social Impact Factor

Whilst we operate profitably as a business, we are primarily motivated by the need to do public good and have a proven track record of making a difference in the lives of the most vulnerable. Whether this is about working with the most vulnerable to build their capacities, for example working with villagers in The Gambia to teach them cream making in order to support them generate livelihoods; working over a period of one week with the most vulnerable young people in one of the most disadvantaged wards in Leicester to build their capacities and support them develop a forum to better development services for themselves. We have been working with some of the most disadvantaged members of society and also developing the skill sets of key practitioners in transformative ways over the last four years. This focus on public good has become a cardinal component of our practice.

## Publishers of Critical Southern voices

Global Hands Publishing, set up just over three years ago, has been at the cutting edge of promoting critical Southern and counter-orthodoxy perspectives. We have published 7 high quality and of critical southern voices, ranging from addressing issues of Female Genital Mutilation, to Colonialism and alternative narratives of the construction of African nationhood. Additionally Global Hands has set up a peer-reviewed open accessed journal of Critical Southern Perspectives, which has been supporting and giving a platform to often missing Southern configuration, production and dissemination of knowledge. This positions Global Hands as uniquely placed in harnessing, supporting, and amplifying diversity in all its manifestations, at the local, national and global levels.

## Access to a productive pool of volunteers

Global Hands exist in the UK as a social enterprise and in Gambia as a charity; in the next 12 months, we intend to set up a charity arm in the UK and a social enterprise arm in The Gambia to better cultivate our volunteers' potential. As we have strong links with De Montfort University and the University of The Gambia, in addition to links to over 40 organisations nationally and internationally, we are uniquely placed to provide practice

placements and volunteering opportunities to students from over 50 courses. This symbiotic relationship serves to give students real life experiences as well as open access to Global Hands to some truly talented human resources.



# Unique Factors About Global Hands

## Our products and their marketing

After critical consultation and reflection on the first four years of Global Hands' existence between July and December 2015, we concluded that our biggest weakness in our organisation is relying heavily on volunteers to get all the work of the organisation done as no one is paid at Global Hands at the moment; this has led to heavy haemorrhaging of volunteers and loss of key staff over shorter periods due to the inability to pay them. Moving forward, Global Hands has made a resolution to pay key staff in order to maintain them sustainably over longer periods.

Another significant point of realisation is the need to clearly define our constituents; and clearly articulate our raison d'être. In this light, we clearly identified the targeted audiences we need to focus on as a social enterprise

## Donor or development partners who invest for altruistic purposes

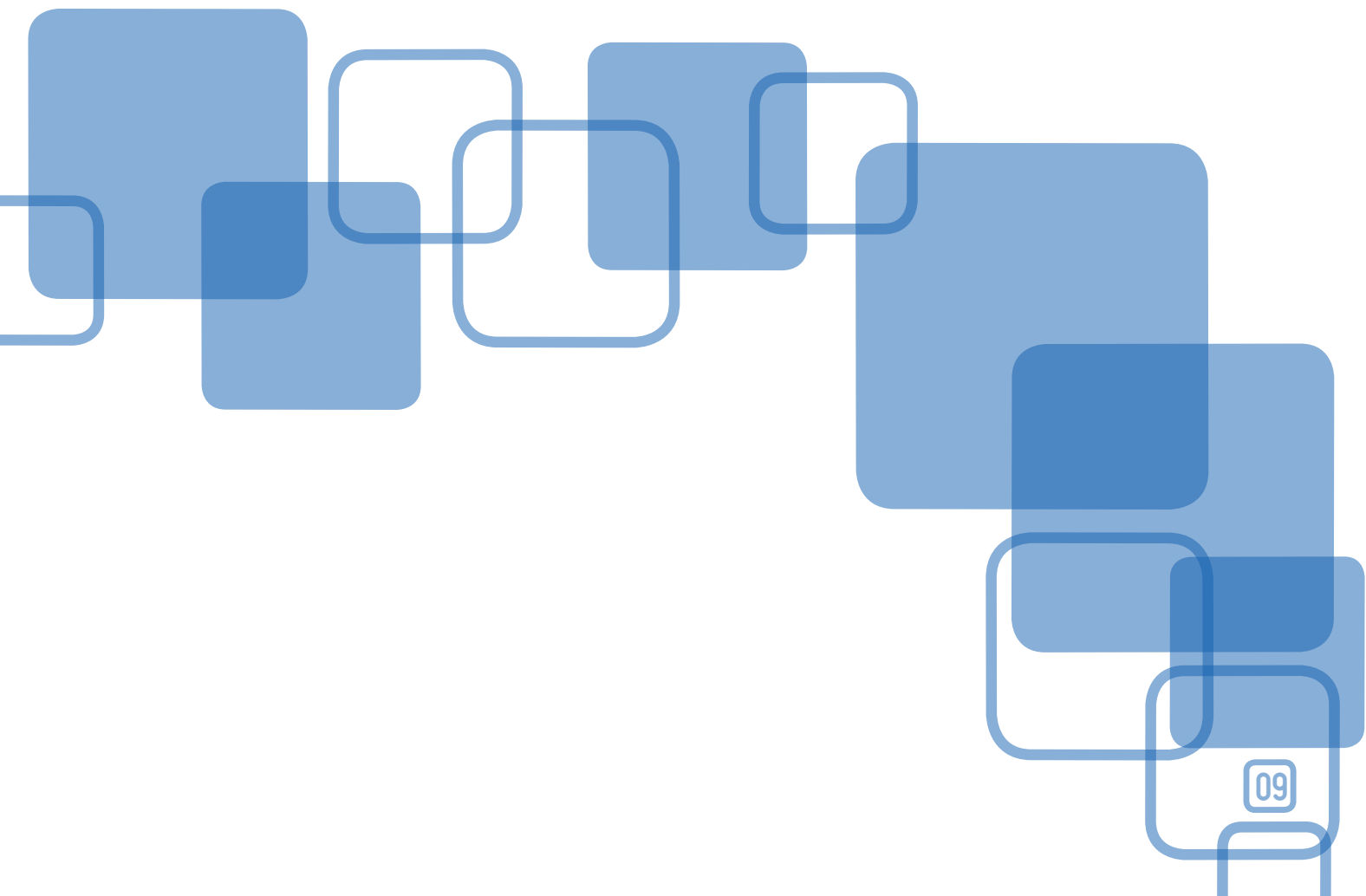
These are the range of UN, International Non-Governmental Organisations, Local Education Authorities and companies interested in corporate social responsibilities, based on transactional value for money.

## A product for service consumers

These are the individuals and organisations who pay for our services like Colleges, Universities, students and professionals.

Beneficiary of the Global Hands mission (the disadvantaged and dispossessed)

These are some of the most disadvantaged members of society and will significantly benefit from Global Hands' capacity building processes, without an expectation for them to pay for these services, for the public good.



# Our Products For Sale

## International study visits

Over the last three years, Global Hands has contacted a total of seven study visits from the UK to The Gambia with the highest being for 42 participants and the lowest being for 21 participants. These study visits have been done with De Montfort University as well as with individuals from different works of life who have also taken part in these study visits which normally last from 11 –14 days and are embedded in the curriculum. The Global Learning Inventory framework identifies key skills that are needed for a modern graduate based around global literacy and competence. Our award winning study visits have been found to be truly transformative as confirmed by Sallah and Flett (forthcoming). In the next 5 years, Global Hands will positioned as a leading provider for transformative individual and group study visits.

## Participatory methodologies

We have a proven track record of delivering participative methodologies, both in research and praxis. From working with disadvantaged young people in The Gambia to engaging some of the

most disaffected young people in an extremely deprived ward in Leicester, Global Hands has a reputation for pedagogic innovation, based on informal, participatory and experiential learning approaches. We will develop resources, projects and consultancies on this basis for the targeted audience.

## Conferences and trainings

We have been very successful in delivering international training for a range of organisations across the work; for example bring together 30 practitioners from 11 European countries to deliver a training for cultural competence or holding a conference on the “back way” (illegal youth migration from Sub-Saharan Africa) to Europe. Our expertise in organising these bespoke events and link to key personnel is a key strength to be explored.

## Publishing critical southern perspectives

Over the last three years, Global Hands has developed an international reputation for publishing high quality books that promote critical Southern voices as well as a peer-reviewed academic journal. Effective marketing of the books can generate significant income for Global Hands; Global Hands will also explore how the Journal of Critical Southern Studies can be made more profitable.

## Fundraising strategy

One of the strengths of Global Hands is that it has not received any capital investment and therefore has developed, based on the sacrifice of the directors, at great personal cost, and the goodwill of volunteers. Global Hands is therefore in a great position in that it owes no debts and has significant capital. Since October 2012, Global Hands has carried out 8 fundraising events limited largely to Talent Shows, Run/Walk to Africa (5 from 2012 to present) and poetry evening. The money raised ranges from £7000 for the 2014 Walk to African to £500 in the Rebel Poetry Night. Additionally Global Hands has raised money from The Gambia Study Visits (7 visits over the last 4 years) which can be up to £10,000 but not including staff costs and expenses. The books from Global Hands Publishing has brought in some money but this has just about broken even because of the huge discounts we have been applying on them especially for The Gambian audiences. We have also been successful in securing two 25,000 Euros grants from British Council/ Erasmus Plus which end up with £6000 profits each, but not including staff expenses.

Although the fundraising has been successful to a large extend and has allowed us to expand our organisation with hardly any capital investment, it has however been at best sporadic and reactive. Moving forward from 2016–2021, Global Hands’ fundraising strategy will focus less on fundraising events due to their unpredictability, to a more stable business informed model that is based on the products we sell rather than the public good philanthropy model we have embraced in the past. To this end, we will develop two interlinked but separate arms of Global Hands, one focusing on the social enterprise end, and the other purely on the altruistic and philanthropy model. However, the business end will donate a significant amount of its profit to the charity arm; after developing financial sustainability and robustness. All the Global Hands chapters will be aligned to the charity arm of the organisation and the social enterprises to the business arm.

# Our Products For Sale

## Operational Effectiveness

Following widespread consultation across all those involved in Global Hands, it was recognised that there is a fundamental need to restructure the organisation and this has now been done since

January 2016. Additionally, the significance of having a paid staffing structure has become essential and it is for this reason that Global Hands will employ a limited paid structure to start with paid 10 hours for the key personnel; rising to 100 person over the next three years.

