

CONNECTIONS FOR DEVELOPMENT

REGIONAL DEVELOPMENT PLAN YORKSHIRE AND THE HUMBER

~ CONSULTATION REPORT ~

April 2007



Michael Brown
M.E.L Regeneration
7 Beardmore Road
Wylde Green
Sutton Coldfield B72 1DE
0121 386 1728
michaelpab@tiscali.co.uk

CONNECTIONS FOR DEVELOPMENT
REGIONAL DEVELOPMENT PLAN YORKSHIRE AND THE HUMBER
~ CONSULTATION REPORT ~

Contents

1	Introduction	3
	1.1 Background	3
	1.2 Consultation framework	3
2	Consultation findings	5
	2.1 Awareness of CfD	5
	2.2 Current engagement in international development	5
	2.3 Experiences of engaging in international development	6
	2.4 Aspirations for future engagement in international development	8
	2.5 Capacity to engage	9
	2.6 Options for a CfD role at a regional level	10
	2.7 Regional priorities	10
	2.8 Feedback on Global Forum matters	10
3	Consultation conclusions	12
4	Appendices	13
	4.1 Pathfinder proposal (original) for a Regional Development Plan: Yorkshire and the Humber	13
	4.2 Participants	20

CONNECTIONS FOR DEVELOPMENT
REGIONAL DEVELOPMENT PLAN YORKSHIRE AND THE HUMBER
~ CONSULTATION REPORT ~

1 INTRODUCTION

1.1 Background

In November 2006 Karl Oxford, Board Member of Connections for Development (CfD) submitted a proposal to CfD to develop and test a new approach to engaging Black and minority ethnic (BME) civil society organisations¹. CfD has traditionally operated through Diaspora networks which although having national coverage are perceived to be London-centric. The new approach proposed preparation of a Regional Development Plan (RDP) that would set out a strategy for targeting all BME civil society within a geographic area. The framework for the RDP would be CfD's corporate objectives and it would aim to widen engagement in international development through increasing networking (formal and informal), accessing regional resources, developing collaborations and co-ordinating activity across the region. The lessons from this 'pathfinder' could lead to similar approaches being developed elsewhere within the UK.

The response from CfD has been one of guarded interest. This is a departure from its standard practice and consequently prone to some uncertainty. Any process of change brings uncertainty so prior to making a commitment one way or another, it was prudent but for CfD to commission a consultation exercise within the region to explore regional views and backing for infrastructure support for international development to be structured along regional lines.

1.2 Consultation framework

Objectives

The purpose of the consultation was to gauge the interest in Yorkshire and the Humber (Y & H) to international development. If proven, then subject to funding availability the next step would be preparation of the RDP.

Specific objectives for the consultation were to -

- i promote CfD within the region;
- ii identify current levels and forms of engagement in international development;
- iii identify aspirations for future engagement in international development – levels and forms;
- iv identify barriers (actual and perceived) to engagement;

¹ Civil Society Organisations include all civic organisations, associations and networks which occupy the "Social space" between the family and the State who come together to advocate their common interests through collective action. It includes volunteer and charity groups, parents and teachers associations, senior citizens groups, sports clubs, arts and culture groups, faith-based groups, workers clubs and trade unions, non-profit think-tanks and "issue-based" activist groups. Department for International Development - Glossary and Acronyms, <http://www.dfid.gov.uk/aboutdfid/glossary.asp#c>

CONNECTIONS FOR DEVELOPMENT
REGIONAL DEVELOPMENT PLAN YORKSHIRE AND THE HUMBER
~ CONSULTATION REPORT ~

- v assess the level of interest in a regional approach to pursuing aspirations identified; and
- vi identify a discrete role that CfD (Y&H) could play.

CfD asked that the Y&H consultations consider an additional objective relating to the United Nations High Level Dialogue held in New York in September 2006². In particular, the Y&H focus groups were asked to –

- vii comment on plans being developed for a new Global Forum to be launched in Brussels in July 2007

The responses from this element of the consultation is contained in section 4.2

Methodology

The consultation was conducted through sub-regional focus groups. Four were planned but as the North Yorkshire consultation attracted insufficient members, this was cancelled and registered participants invited to attend one of the other discussion groups scheduled across the region. The focus group discussions were organised in partnership with BME voluntary and community organisations (VCOs) to whom we express our appreciation and gratitude.

Research evidence³ confirms that ethnic minority businesses (EMBs) have close links with the BME communities from which they are drawn. Communities provide sources of finance, labour, markets and in return EMBs provide necessary goods and services, income and fuel for social and economic regeneration. Consequently it was appropriate to include EMBs along with BME VCOs and public within the target audience for the focus group discussions.

Each focus group was opened with an introduction provided by Karl Oxford and followed by a facilitated discussion led by Michael Brown using a standard topic list.

A list of participants is appended.

Output

The output from the consultation is this report to CfD including a clear list of regional priorities. In keeping with Compact good practice guidance⁴, we recommend that the report is also shared with the BME VCOs who worked in partnership with CfD to organise the focus group discussions and with participants in those discussions.

² UN General Assembly First High Level Dialogue on International Migration and Development – 15 & 16 September 2006 at UN Headquarters New York

³ For example; London Skills Forecasting Unit, *Ethnic Capital Shaping London's Local Economies*, (February 2001), Ethnic Minority Business Forum Annual Report 2000 - 2001

⁴ Compact Code of Good Practice *Consultation and Policy Appraisal*

CONNECTIONS FOR DEVELOPMENT
REGIONAL DEVELOPMENT PLAN YORKSHIRE AND THE HUMBER
~ CONSULTATION REPORT ~

2 CONSULTATION FINDINGS

2.1 Awareness of CfD

Levels of awareness of CfD were extremely low. CfD's objectives were presented as being to ensure that BME communities in the UK contribute to and shape international development, through -

- creating opportunities for diverse BME groups to interact and identify common interest in international development and share learning and experience with each other;
- understanding, valuing and recognising the contributions made by BME groups to international development;
- ensuring that the capacity of BME groups is built so that they become more actively involved in international development;
- mainstreaming BME perspectives on international development within DfID and other development organisations;
- strengthening international development networks and channels of communication involving BME groups.

There was overall buy-in to these aims and objectives underpinned by scepticism about CfD's origins and the extent of its independence from DfID.

The low level of awareness served to reinforce participants' perceptions of a London-centric organisation and sow the seeds for lively discussions about taking a regional approach to pursuing the same objectives.

2.2 Current engagement in international development

Perspectives of international development

There were mixed views about what international development is. Some perceived it as "White people doing good in the developing world" whilst others saw it as owned by "People from different backgrounds who have come to the UK, developed skills and knowledge to help people back home". Another view saw international development as a force for change "Influencing something already in motion" and an enabling process – "Empowering people – giving them skills and ability to develop themselves". The general view was that international development meant different things to different people and it was perfectly possible and very likely for the differences to co-exist in harmony side by side. There was also agreement that international development was not defined by the scale of the activity – it could be large or small scale.

Engagement in international development

Across the three discussion groups participants demonstrated healthy levels of engagement in international development. Furthermore, the illustrations provided exemplified the range of forms that engagement can take. They included –

CONNECTIONS FOR DEVELOPMENT
REGIONAL DEVELOPMENT PLAN YORKSHIRE AND THE HUMBER
~ CONSULTATION REPORT ~

- being a volunteer for ten years;
- being on an executive group at DfID;
- setting up computers in a school and providing training as a volunteer;
- sending educational materials to Ghana;
- integration of asylum seekers and refugees;
- being consulted on Country Assistance Plans;
- developing projects for women in Egypt; and
- acquiring and sending hospital equipment to Dominica.

Motives

When asked why they and others should engage in international development, responses combined altruism, philanthropy, social justice and responsibility -

- passion;
- back to roots;
- getting equal and fair world;
- equalise global imbalances;
- create links between local community development and international development;
- share knowledge and best practice;
- make the world more at one rather than at odds;
- understand how development here affects people back home;
- get better understanding of other nations; and
- a chance for people abroad and at home to give something back.

Financial gain through international trade was not identified as a motive.

2.3 Experiences of engaging in international development

In spite of the structured and unstructured forms of engagement in international development, participants continue to report barriers (actual or perceived) to their greater engagement. These are reported below.

Access

Issues raised here revolve around who controls international development policy and the absence of BME civil society. The perception amongst participants was that international development policy and resources are controlled outside of BME civil society and that meetings and decision making take place in London – to the exclusion of the English regions. There is further concern about the extent of commitment displayed by UK civil society with anecdotes about senior managers taking places on international development

CONNECTIONS FOR DEVELOPMENT
REGIONAL DEVELOPMENT PLAN YORKSHIRE AND THE HUMBER
~ CONSULTATION REPORT ~

expeditions and not passing on their experiences.

Participants were also self-critical. They assert that there is a wealth of skills and experiences within BME civil society but that *"Black people are in hiding"*.

Know-how

There is a marked lack of understanding about how formal international development structures and processes work. This includes *"...understanding how things are done here and how they are done abroad."* One participant presented a scenario of wanting to take a proposal to Sir Richard Branson, concluding *"I have no idea how to do it."* Many of us would be in a similar position but we should know who to turn to for advice or signposting.

Capacity

BME VCOs are a significant stakeholder within BME civil society. It is now commonly understood that the BME voluntary and community sector (VCS) is under-developed in comparison to the generalist VCS and that many of its organisations are small, fragile and disconnected from public policy decision-making processes. Reference to participants' responses suggests that these national characteristics are very evident within BME civil society organisations in Yorkshire and the Humber –

- the sector is unstable;
- BME communities not empowered to engage;
- communities being invited to make a contribution to civil renewal are struggling to keep their heads above water;
- time – most of us are already struggling already; and
- we do not have the resources.

The lack of capacity is debilitating in its own right. It not only prevents action being taken it also saps communities' motivation and confidence in their ability to influence change, as typified by reported self-inflicted barriers including low aspirations, not seeing the benefit in taking part and inertia within the BME community itself.

Finance

Finance has been cited as a barrier to engaging in international development. This is a perennial issue within the BME VCS, manifesting itself in low rates of success with funding applications and stagnating organisations. Two inter-related issues were raised –

- lack of *availability* of long term finance; and
- lack of *access* to existing sources of finance.

Both revenue and capital funding are thought to be either in short supply or inaccessible. In addition, *development finance* is thought to be non-existent.

CONNECTIONS FOR DEVELOPMENT
REGIONAL DEVELOPMENT PLAN YORKSHIRE AND THE HUMBER
~ CONSULTATION REPORT ~

Culture

The 'culture' of international development is a rather nebulous concept but yet it provoked discussion in the focus groups. For some, perceptions of culture were in turn informed by perceptions of "*international development groups led by white people*". In a similar vein the culture of international development was sceptically described as "*diluting our identity as Black people - teaching slavery from white slave masters' perspective*". A third perspective on culture offered the view that it is the culture at home that needs to change – "*High expectations from people at home – they think we are privileged*".

Organisation

Poor organisation has constrained international development engagement. This is true of structured but limited organisations such as CfD (note participants' lack of awareness of CfD) and it is true of BME civil society that struggles to "*harness the passion to do something in our home countries*".

2.4 Aspirations for future engagement in international development

Among the focus group participants were those who had had some exposure to international development and others who had none. Regardless of this, all were united in wanting to have future engagement in international development.

The range of engagement activities reflected the earlier consensus about international development meaning different things to different people. Nonetheless, aspirations can be grouped under three broad headings -

Facilitator –

- developing networking to pursue international development funding opportunities;
- social enterprise business planning and business development;
- developing partners abroad; and
- brokering multi-agency working e.g. to building schools.

Advocacy and lobbying –

- increasing representation on behalf of foreign countries – fair trade, health, education;
- raising the profile of remittances;
- challenging employment practices for ex-patriots;
- being an international development representative for CfD in West Africa; and
- raising consciousness of international development – what it means, how it is delivered, how to avoid communities being exploited, how to protect natural resources.

CONNECTIONS FOR DEVELOPMENT
REGIONAL DEVELOPMENT PLAN YORKSHIRE AND THE HUMBER
~ CONSULTATION REPORT ~

Provider –

- setting up village schools and providing transportation from villages to school;
- supplying educational materials; and
- disaster relief

2.5 Capacity to engage

Having demonstrated aspirations to become actively engaged in international development and having identified barriers (real or perceived) to further engagement, participants began to consider what services and resources would need to be put in place to aid their engagement. The single most popular resource requested was information.

The range of information requested included -

- baseline information about forms and extent of regional engagement in international development and mapping of support structures;
- a regional information pack;
- signposting – where to get help;
- a route map to navigate through different functions;
- publicity about projects, case studies, what works, country menus listing international development opportunities;
- promotion of UK projects and activities targeting different countries e.g. promoting activities sponsored by the Dominican Society and in the process helping to build social capital;

There was a strong feeling among participants that if they are aware of the key issues and opportunities in a country then they can become pro-active in developing initiatives. The adage that information is power has been modified to read *information empowers*.

The plea for information was brought into sharper focus when a number of participants began to outline the facilities that they potentially have available to support regional activity. For example, Bradford and District Metropolitan Borough Council has links into Europe and European funding that could be accessed and the Yorkshire and the Humber Regional Forum manages the Yorkshire and the Humber BME Information Service⁵ that could become a platform for promoting international development within the region. At a community level, respondents in Hull claimed that there were significant resources and skills locally with people actively engaged in providing services abroad. Resources and skills such as these need to be mapped and harnessed into a coherent package of regional support measures.

⁵ <http://www.bme.org.uk/>

CONNECTIONS FOR DEVELOPMENT
REGIONAL DEVELOPMENT PLAN YORKSHIRE AND THE HUMBER
~ CONSULTATION REPORT ~

2.6 Options for a CfD role at a regional level

Ironically, most of the interventions listed above are within the scope of an organisation such as CfD to deliver. They fall under the general description of infrastructure support ie “the physical facilities, structures, systems, relationships, people, knowledge and skills that exist to support and develop, co-ordinate, represent and promote front line organisations thus enabling them to deliver their missions more effectively.”⁶

Advocates of a ‘regional CfD’ claimed that “a regional body would be good (necessary) if we want regional impact and credibility.” They assert that it would maximise the impact of CfD in Yorkshire and the Humber and provide a voice for channelling ideas into CfD. It would pursue regional priorities within the framework of CfD’s national objectives.

2.7 Regional priorities

Priorities for regional action were suggested as –

- Raising the profile of what BME communities already do informally in support of international development (case studies and assessment of its economic value);
- encouraging more twinning to non-European countries;
- increasing BME presence at decision making tables;
- empowering communities (at home) to take control;
- strengthening the regional voice – nationally and internationally;
- building links between local and international communities;
- sharing and exploit local links and knowledge;
- collating and share information about what works;
- raising awareness of fair trade;
- undertaking promotional events with chambers of commerce; and
- developing an information service (inc. website);
- Provide technical support, mentoring and buddying to get projects moving
- Develop local networks of international development supporters
- Brokerage

2.8 Feedback on Global Forum matters⁷

Participants were informed that different member states represented at the first *UN High Level Dialogue on migration and development* – September 2006 agreed that it would be useful to create a Global Forum on

⁶ Home Office, *ChangeUp – Capacity Building and Infrastructure Framework for the Voluntary and Community Sector*, (2004), Home Office, London

⁷ This item of discussion was facilitated and reported by Karl Oxford

CONNECTIONS FOR DEVELOPMENT
REGIONAL DEVELOPMENT PLAN YORKSHIRE AND THE HUMBER
~ CONSULTATION REPORT ~

migration and development as a venue to maintain and broaden discussions on migration and development issues. The first such Global Forum meeting is scheduled to take place in Brussels in July 2007. At this meeting participants to the Global Forum will be considering 3 principle round table topics i.e.

Roundtable 1: Human capital development and labour mobility: maximising opportunities and minimizing risks

Possible issues for discussion at the Roundtable sessions:

- a) *Highly skilled migration: How to balance the interests of destination countries, origin countries and the migrants?*
- b) *Temporary labour migration as a contribution to development: The challenge of sharing responsibility*
- c) *Circular migration and sustainable return as development tools.*

Roundtable 2: Remittances and other Diaspora resources: increasing their volume and developmental value

Possible issues for discussion at the Roundtable sessions:

- d) *Increasing and mobilizing formal remittances to developing countries.*
- e) *Increasing the development value and impact of remittances.*
- f) *Strengthening the Diaspora contributions to development.*

Roundtable 3: Enhancing Institutional and Policy Coherence, and Promoting Partnerships.

Possible issues for discussion at the Roundtable sessions:

- g) *Policy planning*
 - Methodology:
 - Measuring progress and assessing the impacts
- h) *Tools for implementation*
 - Partnerships among local authorities, private sector, diasporas and other agents
 - Country development plans
 - Regional integration processes
 - Bilateral and multilateral development cooperation partnerships
 - Co-development: What it is, and what it is not

In preparation for the UK's government and civil society's response to the Brussels' meeting, CfD have agreed to feed-in some thoughts from its membership and Diaspora communities on Roundtable 2 topics. The focus groups were generally in agreement with the relevance of the discussion topics and, consequently, these were the key thoughts from the Y&H region -

CONNECTIONS FOR DEVELOPMENT
REGIONAL DEVELOPMENT PLAN YORKSHIRE AND THE HUMBER
~ CONSULTATION REPORT ~

- The building and establishment of a strong sense of ‘trust’ with the representative government departments and other advocates (e.g. CfD) on the Global Forum was seen as a key issue. It was said that previous experience had made the Diaspora communities fairly sceptical, being consulted to no (satisfactory) end result, also concerns of a wastage of resources.
- It was felt that remittances could be better regulated. However, there were loud fears of possible exploitation and strong views that remittances to families back home should not be seen as a cheap supplement to existing development aid
- There was confusion as to the definitions of *formal and informal* remittances
- The Diaspora communities felt that they would benefit from having a clear and comprehensive fiscal position. For example, it was said that a baseline measure of the remittance value (including in-kind) is needed – even down to a Y&H regional level – and what is the impact, outcomes, accountabilities, etc of current development resource.
- Also, a scoping and conceptual paper (on remittances) would be very useful, one that highlighted prospective partnership opportunities with the World Bank and other key stakeholder organisations
- Diaspora communities could utilise their existing financial management skills’ base to help to develop any future remittance strategies
- The targeting of key officers in local authorities would help with networking, the sharing of good practice and other Development information flows

There was an additional point directly for DfID and in relation to Roundtable 1 – this is around the fears of unethical and, at times, apparent illegal changes in migration rules and policies. It was said that the rules on residency status sometimes change in an instant without warning or recourse, a situation that does not help to build the levels of trust to which the Diaspora communities and migrants aspire.

3 CONSULTATION CONCLUSIONS

The consultation has confirmed a lively interest in international development in Yorkshire and the Humber. Individuals have taken it upon themselves to make their own contributions as best they can and community organisations are seeking to develop more ambitious projects, particularly around education, health and social enterprise. There was little awareness of CfD and even less awareness of where to turn for practical assistance to get projects moving. Consequently the idea of a regional support service was well received, subject to it being under regional control and management.

Participants suggested that they would form an ‘action group’ to take forward the consultation findings. CfD may wish to support this endeavour but whether it chooses to do so or not, there is a strong case for moving to the next stage being to prepare the Regional Development Plan.

CONNECTIONS FOR DEVELOPMENT
REGIONAL DEVELOPMENT PLAN YORKSHIRE AND THE HUMBER
~ CONSULTATION REPORT ~

4 APPENDICES

4.1 Pathfinder proposal (original) for a Regional Development Plan: Yorkshire and the Humber

Introduction

CfD seeks to ensure that BME communities in the UK contribute to and shape international development, through -

- creating opportunities for diverse BME groups to interact and identify common interest in international development and share learning and experience with each other;
- understanding, valuing and recognising the contributions made by BME groups to international development;
- ensuring that the capacity of BME groups is built so that they become more actively involved in international development;
- mainstreaming BME perspectives on international development within DfID and other development organisations;
- strengthening international development networks and channels of communication involving BME groups.

A strategy adopted by CfD has been to develop task groups that would provide the mechanism for organising and targeting BME civil society engagement in international development. The Africa Task Group is the most well developed with impending Task Groups for South East Asian and Europe. A Caribbean Task Group has been mooted and CfD Board members designated to take forward its development.

The proposal that is now being presented is to develop and test a pathfinder to market segmentation reflecting geographic location of BME civil society in the UK rather than the diasporas with which they identify. This approach may provide a more opportune framework for increased networking (formal and informal), accessing regional resources, developing collaborations and co-ordinating activity.

The Yorkshire and the Humber Regional Development Plan

The Yorkshire and the Humber Regional Development Plan (RDP) will provide the strategy for pursuing CfD's objectives within the region. The proposal is well-timed in the wake of the White Paper - *Eliminating World Poverty – Making Governance Work for the Poor* and the clear re-affirmation of the role that NGOs play in international development.

The RDP will determine its own regional priorities within the framework of CfD's corporate objectives and propose a strategy for their delivery. It will identify its attendant resources and likely sources of access – within CfD and external partners and establish a performance management framework through which progress can be monitored, reviewed and improved and good practice recorded. It will be prepared

CONNECTIONS FOR DEVELOPMENT
REGIONAL DEVELOPMENT PLAN YORKSHIRE AND THE HUMBER
~ CONSULTATION REPORT ~

between January and June 2007 for implementation from September 2007. This paper introduces a specification for the RDP and a methodology for its production.

RDP Specification

A provisional structure for the RDP is outlined below.

Introduction

- Introducing the rationale for the RDP, how it has been developed, its purpose/objectives and its structure.

Context

- Introducing CfD, its objectives and strategies for achieving them.
- Assessment of *what works* – how are the country task groups working and what can be learnt from their development processes, structures, implementation and administration?
- Alignment with regional priorities (eg Advancing Together)
- Profiling Y & H BME civil society engagement in international development
- Needs/demand from Y & H BME civil society

RDP objectives

- Statement of objectives
- Outcomes and impact ie the difference made through achieving the objectives and the benefits of this difference
- Year 1 priorities

RDP Strategy

- How the RDP Objectives will be met eg a regional network, collaborations, communications strategy, technical support, strategic engagement at the regional level

Implementation

- Year 1 workplan
- Human resources
- Delivery resources eg spatial, ICT, AV, information, contacts, CfD central support

Management and organisation

- Managing the RDP
- Accountability to CfD and Y & H BME civil society

Finances

- Budget
- Sources of finance

CONNECTIONS FOR DEVELOPMENT
REGIONAL DEVELOPMENT PLAN YORKSHIRE AND THE HUMBER
~ CONSULTATION REPORT ~

Preparing the RDP

The RDP will be evidence-based. It will be prepared over the three months January to March 2007 through the methodology described below.

Scoping II

This will be an exercise to build upon the Scoping I regional conference organised by Parity Associates. The conference held in March 2006, attracted approximately 80 delegates from BME enterprises in the region and concluded with a very clear expression of interest in greater engagement in international development. Within the ethnic minority business (EMB) sector alone there may be multiple forms of actual and potential engagement. Including the BME voluntary and community sector (VCS) and individuals (noting the different levels of engagement with home countries) adds a further layer of complications to what is already a complex process.

Scoping II will aim to identify –

- current levels and forms of engagement in international development;
- experiences of engaging in (or attempting to) international development;
- aspirations for future engagement in international development – levels and forms;
- the drivers for engagement by different segments of the Y & H BME civil society;
- their capacity for engagement;
- options for a CfD role at a regional level in facilitating and supporting engagement.

This exercise will be undertaken through customised primary research with each respective market segment. Currently of the three market segments, the relationship with EMBs is the most well-developed. There has already been a declaration of in-principle support from this segment. This will be the foundation for further consultation to articulate and quantify responses to the questions listed above. Four focussed sub-regional consultation events will be held in York and North Yorkshire, West Yorkshire, South Yorkshire and the Humber. The target is to engage 50 EMBs in this consultation.

Consultation with the BME VCS will be organised in parallel with the EMBs' consultation. There is a case for organising joint consultation events between EMBs and the BME VCS. This would be more economical but it is likely to yield an inferior quality of response. There is already some debate about the validity and value of label BME VCS but in spite of the divergence in views there would be some convergence in belief that the VCS has different needs and aspirations compared to private sector businesses. To amalgamate the consultation activities risks compromising the views of both market segments.

The VCS consultations will be organised in collaboration with the emerging sub-regional BME VCS networks. In compliance with Compact good practice principles for full cost recovery, we propose to offer each network an administration fee in recognition of the service that they provide eg mailshots and registrations.

CONNECTIONS FOR DEVELOPMENT
REGIONAL DEVELOPMENT PLAN YORKSHIRE AND THE HUMBER
~ CONSULTATION REPORT ~

Public consultations will be organised in collaboration with existing international development organisations. There may be opportunities to engage in consultation at events already scheduled by partner agencies as well as through postal survey techniques. As there appears to be a high degree of fragmentation and jockeying for position between international development organisations, the proposed collaborations can make some in-roads into developing sustainable long term relationships to the benefit of international development organisations concerned, BME civil society and beneficiaries in countries receiving international development support.

What works

There are many approaches to facilitating and supporting engagement in international development. We have some notions about what would be useful in Y & H but are committed to learning from what has worked elsewhere as well as hearing about what not to do. The particular areas of activity that we are keen to explore are –

- network development, maintenance and administration;
- technical support and capacity building;
- establishing joint venture collaborations within BME civil society for delivering international development activity;
- information dissemination;
- engaging regeneration, neighbourhood renewal and business development agencies; and
- partnership working with ‘external’ international development organisations.

These explorations will be conducted through a literature review supplemented by primary case study research. Case studies will aim to be analytical and not purely descriptive. To achieve this they will describe the respective objectives and delivery strategies, what is being achieved, the rationale for the intervention (including why it was considered more appropriate than alternative approaches to achieving the same objectives), identification of critical success factors and ease of replication. Case study opportunities will be sourced in collaboration with CfD, with referrals invited from DfID and BME international development organisations. Case study interviews will take place face to face at the subject’s base.

Developing options

This stage of the research will generate options for how the RDP can respond to the six areas of engagement listed above. It is entirely plausible that in some cases the evidence may suggest that there is limited if any scope for a regional response. Similarly it may reveal a number of approaches for pursuing the pre-determined objectives.

In the course of developing the options there may be a requirement to undertake supplementary primary and secondary research. For example, developing options for engaging regeneration agencies eg Yorkshire Forward the Regional Development Agency, may entail a review of the Regional Economic Strategy to identify opportunities for alignment, preparation of discussion papers and face to face meetings

CONNECTIONS FOR DEVELOPMENT
REGIONAL DEVELOPMENT PLAN YORKSHIRE AND THE HUMBER
~ CONSULTATION REPORT ~

with Yorkshire Forward representatives.

Although the process of developing options inevitably results in some being dismissed in the subsequent option appraisal process, it is nonetheless an extremely valuable process. It gives us the confidence that the interventions ultimately selected represent the best ways of achieve our objectives and provide the best value for money.

The outcome from this stage of the research will be a series of outline options together with an options appraisal process and criteria.

Option appraisal

The format and framework for this will be designed alongside the process of developing options. Indicative criteria that will be used include –

- affordability
- risk
- potential impact against objectives
- strategic impact
- achievability
- partnership development potential
- sustainability
- equality
- capacity – skills, knowledge, ICT, finance
- public relations

A participatory appraisal process is envisaged with representation from each of the three market segments.

Implementation planning

This stage of the process will focus on planning the mechanics of implementing the options prioritised through the options' appraisal process. The workplan will be presented in a form that is compatible with CfD's workplan and will identify where operational links can be made, thereby promoting mainstreaming and cost-efficiencies.

Writing the RDP

The RDP will be produced taking account of the evidence gathered and the outcome of the options' appraisal process. It will be produced as a draft for referral to the reference group (see below) and finalised following feedback.

CONNECTIONS FOR DEVELOPMENT
REGIONAL DEVELOPMENT PLAN YORKSHIRE AND THE HUMBER
~ CONSULTATION REPORT ~

Management of the R & D programme

Management and accountability

In order to build regional ownership of the RDP, we propose to establish a Reference Group. It will provide regional accountability and a mechanism for CfD officer engagement in project management not just contract management.

The Reference Group will have *advisory* status with a provisional remit to –

- assist in project planning;
- monitor progress – against the workplan and towards the research objectives; and
- receive and comment on the draft RDP.

We envisage the Group will meet three times.

Performance management

The nature of this project is such that research information and evidence collected could fuel a redesign of the project's delivery. The project has been designed to demonstrate a viable route to achieving its objectives whilst being responsive to the ongoing intelligence that it will develop. Formative evaluation principles will be applied to reviewing the evidence base as it is being developed and to assessing whether the research is on track, deviating from its primary objectives or pursuing objectives that are unattainable.

Any proposals for material variations to the project as proposed above will be negotiated with the Reference Group and CfD.

Contract management

The contract will be managed by Karl Oxford, CfD Board Member. He will be responsible for ensuring contract compliance, promoting CfD's well-being, and reporting to CfD. CfD may wish to designate a named individual to undertake contract management on its behalf.

CONNECTIONS FOR DEVELOPMENT
REGIONAL DEVELOPMENT PLAN YORKSHIRE AND THE HUMBER
~ CONSULTATION REPORT ~

Workplan

The GANNT chart below presents a project workplan.

	January	February	March	April	May	June
Establishing the Reference Group						
Scoping						
What works						
Developing options						
Options' appraisal						
Implementation planning						
Writing the RDP						

Delivery

In order to complete the project within the timeframe of the Workplan proposed above, dedicated human resources will be required. As CfD does not have the internal capacity to fulfil this requirement, external R & D expertise will be contracted through a short term consultancy assignment. Where it is feasible for CfD to commit human resource support to particular elements of the Workplan this opportunity will be pursued.

Outputs

Project outputs will be -

- the Y & H RDP
- a presentation to the CfD Board

Upon completion of the RDP, a further presentation to DfID can be delivered should CfD deem this to be useful.

**CONNECTIONS FOR DEVELOPMENT
REGIONAL DEVELOPMENT PLAN YORKSHIRE AND THE HUMBER
~ CONSULTATION REPORT ~**

4.2 Participants

THE HUMBER SUB-REGION	
Name *	Organisation
Justina	Africa Forum
Frances	Africa Forum
	Education Dialogue Charity
	Africa Forum
	Hull Congolese Association
Zia Salik	Humber All Nations Alliance
Nora Garvie	
Chris Peltier	
Ann Maduka	BME Partnership Training Project
	Women Socio-economic Rights Agenda
Mary Pentimity	Women and Children's Support Network
Apologies	Cecil Zinyuku Chief Bonanjah – HANA Sarli Sardou – Hull Local Strategic Partnership
SOUTH YORKSHIRE SUB-REGION	
Name	Organisation
Bernadette Grocock	Sheffield Chamber of Commerce
Shadreck Jombe	Black CARD Connexions Services
Satish	
Portia Roberts-Popham	John Popham Consulting
Maxwell Ayamba	
Ronnie Lewin	
Laura Grieve	
Anwar Suliman	SCPP
George	
WEST YORKSHIRE SUB-REGION	
Darrell Gregoire	Bradford Trident
Gopal Lama	Yorkshire and Humber Regional Forum
Samuel Boohene	
John Akiti	
Rizwan Rehman	Bradford & District Council

CONNECTIONS FOR DEVELOPMENT
REGIONAL DEVELOPMENT PLAN YORKSHIRE AND THE HUMBER
~ CONSULTATION REPORT ~

Qudrat Shah	Bradford & District Council
Kongosi Mussanzi	
Dr Bary Malik	ADAAB
Zara Aslam	ADAAB
Arshad Choudry	Bradford College
Portia Roberts-Popham	John Popham Consulting
Apologies	Dr John Samuels – Leeds Met. Kath Canoville – Bradford Frontline Initiative Chris Peltier

* Note that some participant's name do not appear in this table since some names were not legible. The author does wish to reiterate his sincere gratitude to all those who participated in this consultation

