

CENTRE FOR GLOBAL EDUCATION

# STRATEGIC PLAN

1 JANUARY 2016 - 31 DECEMBER 2019



[www.centreforglobaleducation.com](http://www.centreforglobaleducation.com)

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## Centre for Global Education, December 2015

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Welcome to the Centre for Global Education's Strategic Plan for the period 1 January 2016 to 31 December 2018. This plan represents the outcome of an organisational review and planning process externally facilitated by Clare Cuthbert of Community Change with the participation of the Centre's staff and Management Board. The plan aims to sustain the Centre's delivery of core services while, at the same time, supporting new areas of work that will advance our Vision and Mission.

The plan has four aims that reflect the breadth of our work and the extent of our ambition over the coming years. These aims are: To influence and strengthen development education practice; To increase and deepen public engagement with development education; To create positive change for development education at policy level; and To maintain and develop the Centre for Global Education's capacity and sustainability. Each aim has agreed objectives that frame the Centre's work and are complemented by an Implementation Plan that provides detail of the activities planned for 2016. The Strategic Plan includes provision for an annual strategic review to assess our performance in delivering the plan each year.

The Strategic Plan opens with a brief description of the Centre's work and is followed by our Vision Statement, Mission Statement, Values and Principles, and Aims and Objectives. The core purpose of the Centre remains that of delivering education that challenges the causes of global inequality and injustice, and supports action toward positive social change.

## Key Activities

The Centre's activities over the next three years will maintain and enhance our commitment to high quality resources, training, seminars and events as well as expanding our growing social network and e-communications. A central element of our work to 2018 will be the delivery of the Global Learning Programme, a formal sector project that aims to support schools to embed global learning as regular practice across curriculum subjects and through whole school initiatives at Key Stages 2 and 3. The Centre will also continue to produce our flagship publication, *Policy and Practice: A Development Education Review*, an open access, bi-annual journal which aims to advance debate and practice in global education and is now more than ten years in production. We will also organise a Global Issues Seminar series in 2016, which is an accessible and enjoyable introduction to development issues over seven weeks. Other key activities in the plan include a continuing commitment to resource global education activities in the Gaza Strip, Palestine in partnership with our partner organisation the Canaan Institute. All of the activities planned for 2016 are detailed in the Implementation Plan that follows.

We hope that our new Strategic Plan has something of interest for anyone with a passion for reducing poverty and creating greater equality through education and action. We hope you will use the publication of this plan as an opportunity to get involved in the Centre's work.

## What is the Centre for Global Education?

The Centre for Global Education (CGE) is a non-governmental development organisation that was established in 1986 by eight development agencies to provide education services that enhance awareness of international development issues and support action toward social change. Its central remit is to provide learning that will enable individuals and organisations to address the causes of poverty, inequality and injustice at local and global levels. The Centre believes that our globally connected and interdependent society demands knowledge of the key international issues that shape our lives. However, we advocate education that moves beyond learning toward awareness of our capacity for agency and the need for social change. The action outcome is a central concept in global education practice and should be informed by an impulse towards social and economic justice.

As the only global education centre in the north of Ireland CGE plays a unique role in providing education services and learning opportunities to local audiences on global issues. The Centre's main services are described below.

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## Major Programmes and Services

*The Centre's main services are as follows:*

### Resource Base

The Centre houses a resource base on its premises which represents the most complete collection of materials on development issues available in the north of Ireland. The resources address a wide range of global issues and support practice with learners from pre-school to adults in sectors that include formal education, global youth work, adult education and third level. The resource base includes an extensive collection of research material including journals, box files, online articles / reports and visual aids that can support academic research. The Centre has also recently updated our collection of books with 50 new titles on contemporary global issues. Also, many of our resources are free and available from our web site: <http://www.centreforglobaleducation.com/publications-cge>.

### Events

The Centre regularly organizes seminars, workshops and conferences on global education practice and international development issues. These events aim to enhance awareness of global issues and create opportunities for debating and strengthening practice in global education. They include a Global Issues Seminar series which provides a rounded introduction to global issues over seven weeks. We also regularly offer one day training workshops on aspects of global education practice that strengthen the professional development of global educators across the island of Ireland. Information on upcoming CGE activities are available through our monthly electronic newsletter service (E-bulletin) which you can subscribe to at: <http://www.centreforglobaleducation.com/ebulletin>.

### Publications

Since its establishment in 1986, the Centre has enjoyed a reputation for producing high quality publications including books, good practice guides, teaching packs and online resources. The Centre's flagship publication is our open access, bi-annual journal *Policy and Practice: A Development Education Review*, first published in 2005 and available at: [www.developmenteducationreview.com](http://www.developmenteducationreview.com). The journal aims to provide a space for global education practitioners to critically reflect on their practice and debate new policy developments. By inviting contributions from Europe, North America and the global South, the journal has established an international audience that in 2014 amounted to over 100,000 users. In March 2015, the Centre celebrated the tenth anniversary of the journal



with the publication of a special collection of the most cited articles published in *Policy and Practice* over the past decade. Details of this special collection are available at: <http://www.centreforglobaleducation.com/policy-practice---10th-anniversary-edition>.

### **Global Learning Programme**

In 2014, the Centre commenced delivery of a new three year formal sector project called the Global Learning Programme. The aim of the Project is to increase and improve delivery of global education in 50 percent of grant aided primary, secondary and special schools in Northern Ireland. The programme will support schools to embed global learning as regular practice across curriculum subjects and through whole school initiatives at Key Stages 2 and 3. The programme will contribute to more young people having a thorough knowledge and understanding of global poverty and the ways it can be reduced. The programme seeks to engage Seniors Leaders in the co-ordination of programme activities in schools and delivers two full days of Continuing Professional Development (CPD) to teachers on how to enhance global learning delivery in the classroom. The programme is led within the Centre by the Global Learning Programme Co-ordinator, Orla Devine, who is supported by a Promotions and Communications Officer (Robyn Scott) and Administrative Officer (Helen Ferguson). The programme has its own stand-alone web site available at: [www.globallearningni.com](http://www.globallearningni.com).

### **Working in Palestine**

Since 2011, the Centre has been delivering education projects in the Gaza Strip, Palestine, in partnership with a Palestinian NGO called the Canaan Institute for New Pedagogy. The projects provide psycho-social support services to traumatised young people in Gaza who have been subjected to three wars over the past six years. The Centre also supplements education provision to children in Gaza, most of whom attend school for half a day. For more information on the Centre's work in Gaza please visit: <http://www.centreforglobaleducation.com/cge-in-gaza-2014>.

### **Networking**

The Centre is affiliated to global education and international networks in Ireland, the UK and Europe. These include: the Coalition of Aid and Development Agencies Northern Ireland (CADANI); DEEEP, a European network of Development Education National Platforms; the Debt and Development Coalition Ireland (DDCI); Dóchas, the Irish Association of Non-Governmental Development Organisations; and the Irish Development Education Association (IDEA). These networks provide regular opportunities for collaboration and partnership in the global education sector.

### **Online Services**

The Centre has a burgeoning social network with 1,000 'likes' on Facebook. We also regularly post on Twitter and linked-in as well as update the content of our web site. The Centre also has satellite web sites for work that we manage including the *Policy and Practice* journal ([www.developmenteducationreview.com](http://www.developmenteducationreview.com)) and Global Learning Programme ([www.globallearningni.com](http://www.globallearningni.com)).

For more information on the Centre's activities contact:

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### **Vision Statement**

The Centre for Global Education's vision is for a just and equitable world where people recognise their interdependence and work with others across the world for positive social change.

### **Mission Statement**

The Centre for Global Education's mission is to use education to challenge the causes of global inequality and injustice, enabling action at all levels and in all sectors of society.





**The Centre for Global Education's activities are based on the following values and principles:**

- Partnership with individuals and organisations working to create an equal and just world.
- Enablement of effective action to challenge global inequality and injustice.
- Ensuring our work is informed by the needs and ideas of the global South.
- Promoting active learning in all our work.

**The Centre's work is guided by the principles of:**

- Active Participation
- Diversity
- Empowerment
- Equality
- Human Rights
- Inclusion
- Interdependence
- Social Justice

# 5 Aims and Objectives

## **Aim 1: To influence and strengthen development education practice**

*The aims and objectives of the organisation were reviewed and agreed as follows:*

### **Objectives:**

- a) Dispel myths about and increase understanding of global issues;
- b) Strengthen and sustain development education in the formal and informal sectors;
- c) Increase capacity for development education delivery through strengthened relationships with and effective use of practitioners;
- d) Build the capacity of development education practitioners through training, support, shared learning and best practice;
- e) Promote and develop the Centre for Global Education's development education work in Palestine.

## **Aim 2: To increase and deepen public engagement with development education**

### **Objectives:**

- a) Develop effective channels of communication to promote and increase awareness of the Centre for Global Education across sectors;
- b) Strengthen impact through developing strategic working relationships and co-ordinate opportunities for collaborative working;
- c) Enhance engagement with community and grassroots organisations;
- d) Develop the public use of CGE's resource base and facilities as a hub for engagement, debate and activism.

## **Aim 3: To create positive change for development education at policy level**

### **Objectives:**

- a) Respond to and influence policy for increased acknowledgement and support for development education;
- b) Work collaboratively with relevant statutory and non-governmental organisations to influence policy and procedure in regard to development education.





#### **Aim 4: To maintain and develop the Centre for Global Education’s capacity and sustainability**

##### **Objectives:**

- a) Build sustainable revenue, including unrestricted funds, from a variety of income streams;
- b) Monitor and promote the impact of the Centre for Global Education’s work;
- c) Share and replicate good practice across the Centre for Global Education’s services;
- d) Ensure delivery of the Centre for Global Education’s services by maintaining, supporting and providing development opportunities for the staff team;
- e) Ensure sound governance via efficient systems, policies and procedures and an appropriately skilled Board of Directors.

AIM	QUARTER 1 January - March 2016	QUARTER 2 April - June 2016	QUARTER 3 July - September 2016	QUARTER 4 October - December 2016
<p><b>AIM 1: TO INFLUENCE AND STRENGTHEN DEVELOPMENT EDUCATION PRACTICE.</b></p>	<ul style="list-style-type: none"> <li>• A conference on Gaza.</li> <li>• Explore the potential of partnerships with mobile libraries to disseminate teaching resources to schools.</li> <li>• Commission the redesign of the <i>Policy and Practice</i> web site.</li> <li>• Write a CGE blog on a topical development issue.</li> <li>• Deliver five seminars to School Senior Leaders to provide information on the Global Learning Programme (GLP).</li> <li>• Build the capacity of 105 new schools through their registration on the GLP and nominated lead teachers' attendance at two training days in March 2016.</li> <li>• Maintain and develop GLP website and online presence so that teachers have access to relevant, high quality information and resources on a Whole School Approach (WSA) to global learning (GL).</li> <li>• Creation of a GL toolkit in collaboration with teachers.</li> <li>• Provide six hours of additional support to GLP research partner schools.</li> </ul>	<ul style="list-style-type: none"> <li>• Organise an event to bring development education (DE) and related educators together to strengthen the DE sector by sharing practice and identifying potential partnerships in formal education.</li> <li>• Create DE resource boxes for mobile libraries and implement a partnership agreement.</li> <li>• Publish Issue 22 of <i>Policy and Practice</i> and launch new web site.</li> <li>• Write a CGE blog on a topical development issue.</li> <li>• Teachers from Cohort 3 and Cohort 1 of the GLP attend their first and second twilight sessions respectively.</li> <li>• Maintain and develop GLP website and online presence so that teachers have access to relevant, high quality information and resources on a Whole School Approach (WSA) to global learning (GL).</li> </ul>	<ul style="list-style-type: none"> <li>• Explore the potential of a DE training package for trade unions and seek funding for it.</li> <li>• Compile a report on the Centre's 2016 development education project in Gaza.</li> <li>• Write a CGE blog on a topical development issue.</li> <li>• Teachers from Cohort 2 of the GLP attend their second twilight training session.</li> <li>• Maintain and develop GLP website and online presence so that teachers have access to relevant, high quality information and resources on a Whole School Approach (WSA) to global learning (GL).</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Policy and Practice</i> Editorial Group meeting.</li> <li>• Write a CGE blog on a topical development issue.</li> <li>• Publish Issue 23 of <i>Policy and Practice</i> and widely disseminate.</li> <li>• Deliver five seminars to School Senior Leaders to provide information on the Global Learning Programme (GLP).</li> <li>• Build the capacity of 105 new schools through their registration on the GLP and nominated lead teacher's attendance at two day training days in November 2016.</li> <li>• Maintain and develop GLP website and social media accounts so that teachers have access to relevant, high quality information and resources on a Whole School Approach (WSA) to global learning (GL).</li> </ul>



AIM	QUARTER 1 January - March 2016	QUARTER 2 April - June 2016	QUARTER 3 July - September 2016	QUARTER 4 October - December 2016
<p><b>AIM 2: TO INCREASE AND DEEPEN PUBLIC ENGAGEMENT WITH DEVELOPMENT EDUCATION</b></p>	<ul style="list-style-type: none"> <li>• Develop policies and procedures for enhancing use of the Centre as a public space.</li> <li>• Deliver a Global Issues seminar series of talks.</li> <li>• Publish monthly editions of the e-bulletin newsletter service.</li> <li>• Support the activities of development networks such as CADA, Dóchas and IDEA which aim to deepen public engagement with development.</li> <li>• Ensure all CGE project communications comply with the Dóchas Code of Conduct on Images and Messages.</li> <li>• Continually refresh the CGE web site content and ensure that social media accounts are regularly updated.</li> </ul>	<ul style="list-style-type: none"> <li>• Carry out an audit of potential users of the CGE resource base.</li> <li>• Explore rationale / methodologies for DE engagement with grassroots organisations.</li> <li>• Publish monthly editions of the e-bulletin newsletter service.</li> <li>• Support the activities of development networks such as CADA, Dóchas and IDEA which aim to deepen public engagement with development.</li> <li>• Ensure all CGE project communications comply with the Dóchas Code of Conduct on Images and Messages.</li> <li>• Continually increase the number of 'likes' on Facebook and followers on Twitter.</li> </ul>	<ul style="list-style-type: none"> <li>• Organise three 'events' that make use of the Centre as a public space and advertise appropriately.</li> <li>• Publish monthly editions of the e-bulletin newsletter service.</li> <li>• Support the activities of development networks such as CADA, Dóchas and IDEA which aim to deepen public engagement with development.</li> <li>• Ensure all CGE project communications comply with the Dóchas Code of Conduct on Images and Messages.</li> <li>• Monitor use of the CGE and <i>Policy and Practice</i> web sites using Google Analytics.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and launch library hub to promote its services to users.</li> <li>• Support CADA activities which aim to deepen public engagement with development.</li> <li>• Ensure all CGE project communications comply with the Dóchas Code of Conduct on Images and Messages.</li> <li>• Compile end of year reports on use of the CGE and <i>Policy and Practice</i> web sites using Google Analytics.</li> <li>• Assess use of the social media accounts over the past year and consider new opportunities for increasing usage.</li> </ul>
<p><b>AIM 3: TO CREATE POSITIVE CHANGE FOR DEVELOPMENT EDUCATION AT POLICY LEVEL</b></p>	<ul style="list-style-type: none"> <li>• Work towards deeper engagement with the formal education sector through the GLP, ensuring effective liaison with key decision makers.</li> <li>• Influence Irish Aid's new strategic plan through a CGE submission.</li> <li>• Collaborate with colleagues in BOND CADA and Dóchas in strengthening delivery of DE at an EU level through CONCORD.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with CADA to engage the All Party Group on International Development and Education Committee in support of a stronger policy environment for development education.</li> <li>• Work with Dóchas and IDEA in strengthening the commitment to DE in the Irish Aid strategic plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with colleagues in the UK Development Education Network and TEESNET to strengthen the policy framework for development education in the UK and European Union.</li> <li>• Publish the year two research report on the impact of the GLP in schools and disseminate to key formal sector decision makers.</li> </ul>	<ul style="list-style-type: none"> <li>• Explore the potential of running a competition that encourages GLP schools to engage with politics at Stormont.</li> </ul>

AIM	QUARTER 1 January - March 2016	QUARTER 2 April - June 2016	QUARTER 3 July - September 2016	QUARTER 4 October - December 2016
<p><b>AIM 4:</b> TO MAINTAIN AND DEVELOP THE CENTRE FOR GLOBAL EDUCATION'S CAPACITY AND SUSTAINABILITY</p>	<ul style="list-style-type: none"> <li>• Explore financial aspect of income generation re aim of building the use of the Centre as a public space.</li> <li>• One to one and whole staff meetings to ensure the effective running of the CGE and its projects.</li> <li>• Build staff capacity by providing opportunities for professional development.</li> <li>• Ensure that the Centre complies with the Dóchas NGO Code of Corporate Governance.</li> <li>• Ensure that the Centre adheres to Dóchas Guidelines for Annual Reports and Financial Statements.</li> </ul>	<ul style="list-style-type: none"> <li>• Research and identify funders who could support specific pieces of ongoing work that will help to diversify our funding base.</li> <li>• One to one and whole staff meetings to ensure the effective running of the CGE and its projects.</li> <li>• Implement a strategy for recruiting 100 new individual and organisational members of the Centre by December 2016.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop funding strategy with timetabled actions with the aim of building the Centre's unrestricted income.</li> <li>• One to one and whole staff meetings to ensure the effective running of the CGE and its projects.</li> <li>• Implement procedures supporting use of the Centre as a public space by outside organisations.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop funding strategy with timetabled actions.</li> <li>• One to one and whole staff meetings to ensure the effective running of the CGE and its projects.</li> <li>• Seek funding from Irish Aid for continued support of <i>Policy and Practice</i>.</li> <li>• Seek ongoing support for the Centre's development education work in Gaza.</li> <li>• Organise an external Annual Strategic Review with Community Change.</li> <li>• Ensure that the Centre's audit of accounts complies with the Dóchas NGO Code of Corporate Governance.</li> </ul>



Here we outline how we will review performance in relation to our plans and revise them accordingly.

Our planning process will involve:

- This three-year Strategic Plan,
- A three year Implementation Plan and;

## 7.1 Annual Review

Each year we will:

- Compile a systematic statement of the outcomes delivered in line with the Strategic Plan based on staff reports prepared each year.
- Organise an external Annual Strategic Review facilitated by Community Change.

## 7.2 Three Year Evaluation

The Centre will commission an external review of the organisation's performance in the first quarter of Year 3 to reflect on delivery of this Strategic Plan.



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The Centre for Global Education (CGE) is a development non-governmental organisation that provides education services to increase awareness of international development issues. Its central remit is to promote education that challenges the underlying causes of poverty and inequality in the developing world and effect action toward social and economic justice.

The Centre equips individuals and organisations to understand the cultural, economic, social and political influences on our lives that result from our growing interdependence with other countries and societies. It also provides learners with the skills, values, knowledge and understanding necessary to facilitate action that will contribute to poverty eradication both locally and globally.

**This Strategic Plan has been compiled with the support of Community Change**



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