



# **Galway One World Centre**

## **Strategic Plan**

**Jan 2006 – Dec 2008**

**Adopted January 2007**

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Revision History: Draft 3 completed March 2006. Final version completed November 2006.

Approved: January 2007.

## **Section 1. Historical Background**

In 1992 a group of Community Development students at NUI Galway undertook a feasibility study to assess the need for an education centre focussing specifically on development education issues. The considerable interest shown by local educators and community workers led them to establish the Galway One World Centre (GOWC). Funding was secured from the National Committee for Development Education (NCDE) to rent a one-room office, employ a part-time co-ordinator and start outreach work to schools, women's groups and community groups.

In 1994 the work of the centre had expanded sufficiently to warrant one full time post and a new office. Outreach work continued, a resource centre was built up and the centre became a hub and connection point for like-minded grassroots organisations and activists, increasing the capacity of the centre and informing Galway One World Centre's ability to be involved in human rights work. The hiring in 1996 of a part-time development education worker with a background in youth, arts and creative methodologies added considerably to Galway One World Centre's ability to work with schools. In-service courses for primary teachers started.

In 1998 the first Strategic Plan was generated, focusing on Human Rights, Anti-Racism, Refuge, Globalisation and Justice, and funding was obtained from NCDE. Close working relationships continued to be developed within the formal sector, both at primary and secondary level, and in the non-formal sector with the general public, youth groups, women's groups and local community groups.

In 2001 a second part-time development education worker was recruited. The combined backgrounds of these two workers in youth work and education enhanced Galway One World Centre's ability to reach into the formal education sector. However, the Centre was overwhelmed responding to the needs of the asylum seeker community and had organisational problems to be addressed. In 2002 a full-time Co-ordinator was hired and a new Strategic Plan was developed, funded by Ireland Aid.

The organisation went through a period of unrest during 2003 and 2004. The current Strategic Plan builds on lessons learned and refocuses commitment to objectives and goals of the Galway One World Centre.

## **Section 2. Vision and Aims.**

### **Vision:**

Galway One World Centre's vision is to work towards creating an inclusive society:

- that is no longer damaged by injustice, oppression and exploitation.
- where power and resources are justly shared.
- where people live with dignity, freedom and self-determination.

### **Aim:**

Working in partnership with organisations, groups and individuals, Galway One World Centre's mission is to create educational opportunities in Galway that develop a critical analysis of the unequal power relationships that historically and currently exist between diverse groups, both locally and globally. Galway One World Centre's aim is to empower people through education and networking to create a world where all people have equality of rights, opportunities and respect.

## **Section 3. Organisational Structure**

GOWC was formed in 1992 as a voluntary organisation. A constitution was agreed and a Management Committee was elected. Members are individuals or groups with an interest in development education and solidarity work that links local and global issues. Currently there are six members on the Management Committee.

Working groups can be used to carry out specific tasks and are made up of Management Committee members, staff and volunteers (such as local educators or activists).

In 2002 GOWC became a Limited Company. Articles of Association, which reflected the Constitution, were created. The Management Committee are therefore also Directors of the Limited Company. They meet at least monthly to review work plans and make strategic decisions on the focus of the work of the Centre. Day to day authority and responsibility is delegated to the Co-ordinator.

All staff are currently part time.

## **Section 4. Methodology**

This Strategic Plan was developed in an externally facilitated, collaborative process involving the Management Committee and staff of Galway One World Centre.

GOWC's definitions and understanding of development education, racism and other issues are taken from the first Strategic Plan and have not been reviewed in the context of this plan.

The historical development of Galway One World Centre was reviewed and the current context examined. This included an analysis of the external environment, an overview of the current activities of the Centre and a strengths, weaknesses, opportunities and threats analysis. The structure of the organisation was critically reviewed, with an examination of current needs for staff development and management training. The roles of volunteers and members of the Centre were reviewed.

Objectives for achieving the aims of the Centre were identified and strategies developed to achieve each objective. Mechanisms for implementation of the strategies and subsequent management of them were also agreed.

## **Section 5. Opportunities and Challenges**

Galway One World Centre is a learning organisation that makes genuine efforts to live by the core principles that underpin its understanding of development education. It has a broad knowledge base, skilled and experienced staff with good expertise in development education, and a sound educational approach. Staff and management are dedicated and committed, although there is a need for more experienced and appropriately skilled members on the management committee. Ongoing training and capacity building is carried out by staff, for example through the 'd-talk' courses run by Kimmage Manor, which staff members regularly attend.

The Centre recognises the need to clarify roles, policies and procedures and to strengthen organisational structures to allow both staff and management to operate more effectively. In particular there is a need for on-going monitoring and feed-back systems, and clearly defined and timed evaluation systems.

There is considerable goodwill towards Galway One World Centre and its work, both locally and nationally, and the Centre has historically had a good relationship with its main funders. The publication of the White Paper on Development Assistance, to which Galway One World Centre is contributing, should provide opportunities for engaging Irish Aid on more creative approaches to Development Education.

GOWC works well in partnership with educational institutions and other organisations, but needs to raise its profile locally. Its involvement with initiatives such as Galway's Anti-Racism Strategy, the Galway Fair-Trade initiative and the NUIG Sociology Department's research work on development education will help to increase awareness of the Centre's role and the services it offers.

On a national level, there are opportunities for building the Centre's profile, through IDEA and the Global Education Network, and by linking with other One World Centres through DECNET.

Improving media skills within the Centre and working with local media will also enhance our profile.

Galway One World Centre needs to be adequately resourced to function efficiently. Diversification of its funding base and investment in staff training, equipment, information and training materials, and facilities are vital if the Centre is to build its capacity and meet the challenges ahead. National links among One World Centres through IDEA and DECNET have the potential to improve representation and funding possibilities for Development Education.

Considerable potential exists for more volunteer involvement in the Centre. Galway One World Centre is committed to harnessing volunteer energy in a way that will enhance the Centre's work and increase local awareness of the Centre.

The recent publication of guidelines for interculturalism in primary schools presents an opportunity to increasingly mainstream development and anti-racism education in the formal sector. Galway One World Centre needs to capitalise on this and research new ways of increasing capacity and having a meaningful input into this sector.

The gradual mainstreaming of many development issues in Irish society has increased opportunities for the incorporation of a development education perspective in the public arena. On the other hand racist attitudes within our society present a challenge to organisations like Galway One World Centre, which need to maintain a strong emphasis on anti-racism perspectives within education programmes.

## **Section 6. Galway One World Centre's Understanding of Development Education.**

The following working definition of development education has been adopted by Galway One World Centre: “A *participatory, empowering and stimulating process that aims to expand the analysis of power, justice, and equality, that operates at both the local and global levels to challenge injustice and inspire solidarity actions.*”

**Key Characteristics** of development education strengthen the definition:

- It is an educational process aimed at understanding what is happening at a global level and the link between local and global issues.
- It has skills, knowledge and value-based components.
- It addresses issues of equality, power, oppression and justice.
- It recognises that the roots of oppression are based in the historical, economic, political, social, cultural and spiritual structures in society, that have at their core an ideology of the superiority of one group over another.
- It challenges myths around development and exposes relationships that were set up to create and justify global inequality and which continue to maintain it today.
- It is a reflective process, which is learner-centred, participative, encourages reflective thinking and a holistic approach.
- It employs methodologies that reflect principles of equality, inclusion, and solidarity.
- It recognises that all people are both learners and teachers.
- It provides a forum for questioning not only issues of access but of opportunity and control.
- It moves from the personal to the political and encourages dialogue.
- It supports action and explores alternative approaches to the organisation of society.

Underlying these characteristics are the **Core Principles** of Galway One World Centre:

**Justice** – working towards creating a just society, placing emphasis on human rights, equality and inclusion; challenging and supporting change to structural inequalities.

**Partnership** - working in partnership with local community based groups; supporting the development of Majority/Minority world relationships; promoting solidarity with like-minded groups and individuals facing oppression.

**Anti-Racism** – ongoing critical analysis of development education from an anti-racism perspective to enhance understanding of global injustice and ensure best practice.

**Educationally sound** - commitment to developing methodologies and creative approaches that will reach diverse audiences; ensuring that the process reflects the content; using education as a vehicle for critical analysis of unequal power relationships.

**Capacity building** – seeking to build the capacity to deliver good development education within the centre itself and with individuals and organisations in the formal and non-formal sectors.

**Linking local and global** – seeking to mainstream development education and make the links on local and global development issues.

**Embracing difference** – cultivating a true appreciation of the strength of diversity and ensuring equality regardless of difference.

**Key Content Areas** can include, but need not be restricted to:

Trade	Debt	Human Rights
Aid	Arms and Conflict	Gender
Racism	Health	Food Security
Environment	Sustainable Development	Colonialism/Neo-colonialism
Globalisation - cultural and economic		

This list is not exhaustive. There is on-going discussion and debate and this must be seen as a work in progress.

## **Section 7. Evaluation of Current Activities**

### **Criteria for Assessment**

During the strategic planning process the current work areas of Galway One World Centre were evaluated on the following criteria:

- Work should fit the GOWC's definition of 'good' development education, in line with the characteristics, principles and content areas listed in Section 6.
- It should have the potential for impact – the capacity for a multiplier effect, the potential to reach new audiences or increase the profile of the Centre.
- It should not duplicate other work either nationally or locally, and should build upon the comparative advantage, expertise and overall “niche” of the Centre.
- It should have the potential to develop strategic partnerships, through building on existing partnerships or facilitating the development of new organisations.
- It should be inclusive and reflect Galway One World Centre's capacity, in terms of both human and technological resources.

### **These are the current Work Areas that are being undertaken by Galway One World Centre:**

Building Capacity for the delivery of development education through the following:

- Learning Circle for educators in the informal sector;
- Galway Education Centre course for educators in the formal sector;
- In-service support for primary school teachers;
- Capacity building for staff; attendance at Kimmage Manor 'd-talk' courses;
- Ensuring that materials available in house are relevant and up to date.
- Supporting new network of Development Education Centres (DECNET) in order to raise the profile of our kind of organisation in the development education world. Participation at national fora such as IDEA and Dóchas DEG.

Development Education:

- Adult Education courses;
- Evening courses for NUIG students through SUAS.

#### Anti-Racism Work:

- Training staff of public bodies;
- Training development education workers on a national level;
- Training community-based groups;
- Supporting anti-racism work through music and inputting into panel discussions, national fora and media;
- Research into the experiences of Black Irish people.

#### Supporting local Development Education initiatives:

- Operation of a resource centre for local educators working in development education;
- Networking with local organisations.

#### **Outcome of Evaluation:**

The first four parts of Work Area 1 qualify as good development education and are high impact activities. Some aspects of them may need to be adapted in response to the changing needs of educators.

Work with DECNET and other national organisations has a high potential for building strategic partnerships.

Work Area 2 is good development education and is high impact in that it reaches new audiences. It also has the potential to develop partnership with departments within NUIG.

The anti-racism work (Work Area 3) also qualifies as it is delivered within a development education framework. Galway One World Centre is committed to ensuring that an analysis and understanding of racism are key aspects of its work. This work is set in a clear development education context and incorporates setting the historical context of racism and colonialism. It is a high impact and high partnership activity, reaching key people in government agencies, community groups and development education organisations.

Networking with local groups (Work Area 4) is a strategic and high impact activity, building the Centre's profile at a local level. Materials available in-house need to be restricted to resource materials for educators - particularly those useful to the Centre's own staff - reflecting the Centre's limited space and resources. Materials for the use of other local educators and the general public can be supplied in the local public library, in association with Galway One World Centre.

## **Section 8. Objectives and Strategies**

### **Objective 1:**

**To expand opportunities for the inclusion of Development Education in relevant educational activities in the formal sector.**

As a small organisation with limited capacity, GOWC needs to maximise its effectiveness by concentrating its energies on working with strategic partners. These partners will have the potential to develop the overall capacity for delivery of development education in the region and will be encouraged to incorporate development education perspectives into their mainstream activities. Galway One World Centre will work in particular with educators who have a training element to their own work and can contribute to the multiplier effect.

The Galway One World Centre plans to increase efforts in working towards establishing and supporting a network of primary schools in Galway through development education activities. This will enable the Centre to create stronger links, to support information needs of educators in these schools and encourage further networking on topic based issues.

To develop capacity further Galway One World Centre will undertake a programme of staff development, identifying skills needed to implement the strategic plan.

Galway One World Centre will achieve this objective using the following strategies:

By continuing to carry out in-service courses with local primary and secondary teachers. This will involve reviewing and evaluating existing courses, and developing and delivering new programmes in consultation with teachers in response to their changing needs.

By establishing and supporting a network of primary schools in Galway through development education activities.

By continuing to provide anti-racism education from a development education perspective particularly in secondary schools with a focus on transition year.

By continuing to input into pre-service training of educators through third-level courses.

By continuing and expanding GOWC's educational courses at third level and encouraging institutions to provide a development education perspective in their own work.

By linking with other development education groups to lobby for the inclusion of development education in core curricula within the formal sector.

By undertaking research in order to identify where the GOWC can have a meaningful input into new but related areas of activity, particularly in-service training and third-level education and community development courses.

By undertaking a comprehensive learning needs analysis with primary school teachers and other target groups. This will be done regularly, at least once a year, in order to remain up to date with current education trends and needs of teachers.

**Output:**

A core group of people with the knowledge, skills and attitudes to deliver effective development education within the formal sector.

Development education incorporated as a recognised component in educational opportunities in the formal sector curricula.

## **Objective 2:**

**To expand opportunities for the inclusion of Development Education in relevant educational activities in the non-formal sector, particularly in the West of Ireland.**

The work of the GOWC in the non-formal sector is ongoing. The Centre's work focuses on both adults and young people, as well as members of minority groups in the region.

The GOWC will achieve this objective using the following strategies:

By inputting into adult education activities that will reach a wide, new, mainstream audience and link local-global issues. The GOWC will continue to work with the VEC and NUIG every second year.

By targeting youth and community education workers with specific programmes that will enable them to bring a development education perspective to their own work. Galway One World Centre plans to run a series of workshops and ongoing support activities for individuals working in these sectors.

By using Learning Circle programmes to develop skills, knowledge and attitudes of potential development educators.

By continuing to provide anti-racism education from a development education perspective for local service providers and policy makers (an Garda Síochána, HSE, and Galway City Partnership).

## **Output:**

A core group of people with the knowledge, skills and attitudes to deliver effective development education in the non-formal sector.

Development Education incorporated as a component of educational opportunities in Galway City and County.

Increased awareness of anti-racism among Galway-based service providers.

### **Objective 3:**

#### **To promote awareness of development education issues in the media in Galway.**

The mass media is very influential for opinion-making, agenda-setting and informing people. Local media, including newspapers and radio, reach a wide audience in the region. Galway One World Centre believes that using local media would provide an effective opportunity to educate on development issues, and in particular to make links between local and global issues.

The GOWC is also involved in bringing a new code of conduct regarding images of the South to bear on NGOs through Dóchas . This code of conduct will form the basis of our work with local media.

Further potential exists for reaching wider audiences with new modes of communication, such as the Internet. This also provides opportunities to strategically link with partners in the Majority world and to develop direct, ongoing links that will inform and augment Galway One World Centre's work. Though there is a set of skills available in the organisation to deal with these issues, there is a need for further training.

Galway One World Centre will achieve this objective using the following strategies:

By training the staff and management committee of GOWC and DECNET in media skills.

By providing training for the local media on development education and anti-racism issues.

By responding to issues raised in local and national paper and radio.

By promoting alternative perspectives and an opportunity for alternative voices to be heard in the media.

By creating a website, linked into the local networks, which gives a local/ global perspective on issues.

### **Output:**

A Galway public that is more informed on development issues, is exposed to alternative perspectives and is better able to critically analyse mainstream media.

A Galway media engaging in a critical and thoughtful manner.

A staff which is capable and confident to deal with all media on issues related to their work.

#### **Objective 4:**

##### **To create and maintain links with development education practitioners, centres and networks and to support new growth in this area.**

Since its inception in 1992 Galway One World Centre has operated as a focal point for the support of development education in the region.

The Centre is involved in key activities with DECNET, IDEA and Dóchas DEG, as well as with local organisations and institutions such as the Galway Fair-Trade Initiative and NUI Galway. Galway One World Centre was instrumental in developing Galway's first Anti-Racism Strategy, in partnership with other local organisations.

The GOWC also provides support for small groups with a development education perspective to their work who do not have the resources to provide their own facilities. This allows networking and collaboration of like minded groups in Galway.

GOWC is also beginning to explore ways of linking with similar organisations in the South.

Galway One World Centre will achieve this objective using the following strategies:

By building our links with other development education centres, libraries and information providers.

By continuing to provide support to like-minded educators and groups in the region, whose work is in keeping with the Centre's aims and ethos.

By participating in the networking of like minded groups and bringing a development education perspective to this work.

By continuing to act as a signpost and reference point for sources of information on development education.

By producing a regular newsletter and calendar of events and maintaining a website for members of the centre and interested educators and groups.

By continuing to support the flourishing of Development Education Centres around the country by being involved in DECNET, IDEA and Dóchas DEG. and participating in training and annual conferences with DECNET

By continuing to maintain databases of relevant information and contacts, including members, volunteers and like-minded organisations.

By exploring the possibility of developing partnerships with like-minded organisations in the global South.

**Output:**

GOWC at the centre of development education activities in Ireland and the West of Ireland.

Local groups being supported to bring a development education perspective to their work.

A strong and growing Development Education sector in Ireland.

## **Objective 5:**

**To continue to ensure that the GOWC remains a centre of excellence, is well run and organised and that staff and management committee members are competent and active.**

Galway One World Centre needs to continue to improve its own capacity by strengthening the organisational structure and processes of the Centre. This element of the programme is crucial to ensure delivery of a top quality service. Staff and Board Members need to be up to date regarding the Development Education Sector.

The GOWC will continue the development of strategy and vision of the organisation, as well as supporting the professional development of staff and management so that they can deliver in their roles.

The Centre identifies one of its key challenges to be the shortage of core funding. Sources of funding need to be diversified, but the process of sourcing funding and the concomitant paperwork and accountability should not become the main activity of the Centre.

Galway One World Centre will achieve this objective using the following strategies:

Continue to provide development education resources to support the staff's own work. Ensure materials are as up to date as possible, include all aspects of development education and refer to new theories and methods of development education.

Develop a sound financial base by diversifying funding sources in line with the Centre's identified aims and objectives.

Develop the membership base of the Centre and support ongoing communication and involvement of members in the activities of the Centre.

Identify individual staff and management committee training and development needs, and find opportunities to increase their skills to deliver development education programmes and their understanding of development issues.

Ensure monitoring, evaluation and staff appraisal take place.

Organise an annual facilitated workshop for staff and management committee members to discuss pertinent issues.

## **Output:**

A learning organisation with a clear vision, aims and objectives.

An organisation with well trained and motivated staff and Management Committee.

## **Section 9. Implementation and Evaluation**

The Strategic Plan will be operationalised into quarterly and annual work plans which will include timings for regular reviews.

It is the role of the Management Committee to oversee the overall implementation of this Strategic Plan. The Co-ordinator and staff will ensure day-to-day implementation.

The Management Committee meets at least once a month. The Co-ordinator sits on the Management Committee and reports directly to them.

Staff have weekly programme meetings where progress on the various projects is reported back to the Co-ordinator, who in turn liaises with and reports to the Management Committee.

In the annual work plans clear performance indicators are set for each output. A monitoring and evaluation system is in place to evaluate the progress towards the achievement of each objective, taking account of feedback from service users.

An annual evaluation is carried out by Management and Staff which reviews all activities. Staff appraisals are also carried out annually, including setting goals and objectives for career development. A **biannual external evaluation** is done as part of the planning process.

## **List of Acronyms**

DECNET: Development Education Centre Network

Dóchas DEG: Dóchas Development Education Group

GOWC: Galway One World Centre

HSE: Health Service Executive

IDEA: Irish Development Education Association

NUIG: National University of Ireland, Galway

VEC: Vocational Education Committee