



# Introduction

The Centre for Global Education's Operational Plan sets out in detail our key organisational objectives over the next three years. The document's structure corresponds to the main aims of the Centre outlined in our previously published Development Plan and covers the same period 2007-2010. The Centre's aims are Connecting with communities, Networking with partners, Researching practice, Advocating policy change and Sustaining Performance. These aims reflect our desire to consolidate the considerable progress made by the Centre in diversifying our development education practice over the course of the last development plan and to further develop our capacity as an education provider.

The objectives below timeframe each activity to be delivered by the Centre, specify our target groups, name our partner organisations, state the inputs required to deliver activities and the outcomes we expect to result from our work. As the aims suggest we want to deliver more work at a community level and diversify our learner groups. The Centre is also intent on strengthening its practice through research that helps to evaluate current practice but also lays the foundations for future work with new target groups such as Black and Minority Ethnic Groups.

In order to deliver this ambitious programme of work, the Centre depends heavily on key stakeholders in the organisation – staff, Management Board, funders, members, user groups, partners and

learners - to ensure that we successfully achieve our goals and contribute to greater awareness in civil society of international development issues. Through the effective delivery of the operational plan we hope to not only enhance our own capacity as a development education provider but to strengthen the capacity of other individuals and organisations to become agents of positive change and social justice both locally and internationally.

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# Contents

<b>Aim 1: Connecting with Communities</b>	4
Objective 1: Developing working partnerships	4
Objective 2: Seminars	5
Objective 3: Creative educational events	7
<b>Aim 2: Networking with Partners</b>	8
Objective 1: Developing world perspective	8
Objective 2: Initial Teacher Education	10
Objective 3: Development agencies and networks	12
Objective 4: Information Services	13
<b>Aim 3: Researching Practice</b>	14
Objective 1: Research	14
<b>Aim 4: Advocacy fo Policy Change</b>	16
Objective 1: Communicating our strategic message	16
Objective 2: Enabling Effective Support	17
Objective 3: DFID and Irish Aid	18
Objective 4: Advocacy work in Youth Sector	20
Objective 5: Climate Change	22
<b>Aim 5: Sustaining Performance</b>	23
Objective 1: Staff seminars	23
Objective 2: Funding	24
Objective 3: Global Youth Work	25
Objective 4: Volunteers	27
Objective 5: Staff appraisals	28
Objective 6: Membership services	29
Objective 7: Web site	30
Objective 8: Publications	31

# AIM 1 - Connecting with Communities

## Objective 1:

To develop working partnerships with area networks of community organisations with priority given to community organisations:

- Representative of black and minority ethnic organisations
- Concerned with education issues
- Located in disadvantaged communities
- In addition, with regard to 'communities of interest' the age and business sectors

Activities	Inputs	Outcomes	Timescale	Personnel
<b>AIM 1, Objective 1</b> <b>Working with BME Communities</b>				
<ol style="list-style-type: none"> <li>1. To consult with six BME groups to determine their needs and the needs of the sector in delivering development education activities.</li> <li>2. To convene an NGO Forum for educators in the BME and development NGO sectors that is externally facilitated and aimed at creating future partnerships between the two sectors.</li> <li>3. To compile a report on development education in the BME sector based on consultation with the sector and outcomes of the Forum.</li> </ol>	<p>The Centre has received a grant from Trocaire to support this work.</p>	<ol style="list-style-type: none"> <li>1. A completed consultation process involving 6 BME groups in Northern Ireland.</li> <li>2. A report compiled and disseminated carrying details of the outcomes of the consultation and Forum.</li> <li>3. Sustainable working relations between BME and development organizations measured through the convening of annual meetings between the two sectors.</li> </ol>	<p>1 January 2007 – 31 March 2007</p>	<p>Director will lead this work in the Centre.</p> <p>There is provision in the application to engage a consultant, Vipin Chauhan, to facilitate the forum and assist with the writing of the report.</p> <p>Individuals and groups in the BME sector some of whom were consulted in the preparation of the application form.</p>
<b>AIM 1, Objective 1</b> <b>Working with the Aged</b>				
<ol style="list-style-type: none"> <li>1. To identify levels of interest and training needs among the Aged community.</li> <li>2. To deliver a series of development education training seminars to the elderly members of the community based on initial consultation.</li> </ol>	<p>The Centre will submit a funding application to the DFID Mini Grant Fund in October 2007 to support this work.</p>	<ol style="list-style-type: none"> <li>1. Training needs among groups of elderly people identified.</li> <li>2. Training delivered and capacity for future collaboration enhanced within the Aged community.</li> </ol>	<p>1 April 2008 – 31 March 2009</p>	<p>The Director will lead this work and invite participation from other staff where appropriate.</p> <p>The project will be delivered in partnership with Age Concern.</p>

## AIM 1 Objective 2:

To provide a series of seminars at times and places appropriate to community organisations in particular those based in black and minority ethnic communities, that introduce local people involved in these organisations to development education methodologies and issues.

Activities	Inputs	Outcomes	Timescale	Personnel
<b>AIM 1, Objective 2</b> <b>Seminar with BME Groups</b>				
1. As part of Objective 1 the Centre will organize a development education seminar targeted at individuals working in the BME sector.	Trocaire grant	1. Increased development education capacity in BME sector measured through increased take-up of mini grants fund by BME groups in NI. 2. Report produced on how to strengthen links between BME and development sectors.	1 January 2007 – 31 March 2007	Colleagues in the BME and development education sectors.
<b>AIM 1, Objective 2</b> <b>Seminars with Aged Community</b>				
1. To deliver seminars to members of the Aged community on development issues using development education methodologies.	Discuss project with Age Concern and submit application to DFID for a Mini Grant to support this work.	1. Establish new links and working partnerships with aged community.	1 April 2008 – 31 March 2009	To be delivered in partnership with Age Concern.
<b>AIM 1, Objective 2</b> <b>Lunchtime Seminars</b>				
1. To initiate lunchtime seminars in the Centre on aspects of development education practice. 2. To make the seminars openly accessible to colleagues in the sector and community organizations. 3. To make the seminars informal and participative.	Minimal resources required to organize the seminars as they will be 'in house'.	1. One seminar organized per month with at least 12 participants per seminar on a theme selected by a member of staff. 2. The seminars will strengthen links between the Centre and colleagues in the development and community sectors. 3. The thematic breadth of the seminars will be widened as they are delivered.	From September 2008	The Centre's staff will rotate organization and leading of seminars. Venues to include Queen's University School of Education.

Activities	Inputs	Outcomes	Timescale	Personnel
<p><b>AIM 1, Objective 2</b> <b>Lunchtime Seminars</b></p> <p>4. To evaluate the learning derived from the seminars in June 2009.</p>		<p>4. The seminars will collectively produce a map of development education activity and portfolio of learning.</p>		

## AIM 1 Objective 3:

To celebrate the involvement of our user base in our work through creative educational events, including our annual lecture and other public events.

Activities	Inputs	Outcomes	Timescale	Personnel
<p><b>AIM 1, Objective 3</b> <b>One World Week</b></p> <ol style="list-style-type: none"> <li>To showcase One World Week (OWW) with an inclusive public event targeted at community, youth and development organizations.</li> <li>The event will launch the week and encourage participation in OWW activities.</li> </ol>	<p>The event will be incorporated into the Centre's youth work programme from September 2008.</p>	<ol style="list-style-type: none"> <li>One World Week will have a publicity launch aimed at 30 youth workers which will increase participation in OWW events in the north of Ireland.</li> <li>The launch will promote the Centre's work in the youth sector.</li> </ol>	<p>The launch will be held in advance of OWW (usually in 3rd week in November) in September or October beginning in 2008. It will be held annually thereafter.</p>	<p>Youth Officer in partnership with National Youth Council of Ireland and youth organisations in Northern Ireland.</p>
<p><b>AIM 1, Objective 3</b> <b>Annual Lecture</b></p> <ol style="list-style-type: none"> <li>The Centre will continue to organize an annual lecture on a development theme. The primary target group will be the student and academic sector. However, we will aim to broaden participation from the community sector through wider promotion of the event using NICVA, Community Change and other community-based networks</li> </ol>	<p>The event will be hosted by Queen's University's School of Sociology, Social Policy and Social Work.</p> <p>The Centre will promote the event and cover speaker expenses. It may be possible to ensure event sponsorship.</p>	<ol style="list-style-type: none"> <li>The event will profile the work of the Centre.</li> <li>The lectures will be published which increases our range of publications.</li> <li>The lectures will strengthen the Centre's links with QUB and its student and academic body</li> </ol>	<p>The lecture will be held between October and December annually</p>	<p>Madeleine Leonard and Denis O'Hearn from QUB's School of Sociology who rotate membership of the Centre's Management Board.</p> <p>The Director will be the lead staff member on the lecture.</p> <p>The Information Officer will provide a stall at the event and promote it through the e-bulletin.</p>

# AIM 2 – Networking with Partners

## Objective 1:

To inform our work, where appropriate, with a developing world perspective.

Activities	Inputs	Outcomes	Timescale	Personnel
<p><b>AIM 2, Objective 1</b>  <b>Links with the Developing World</b></p>				
<p>The Centre will, where appropriate, establish links and working partnerships with individuals and organisations in the developing world as part of its work.</p> <p>Examples of how individuals from the developing world can influence our work include:</p> <ul style="list-style-type: none"> <li>• Through contributions to the Centre’s journal, <i>Policy and Practice</i>.</li> <li>• Through the delivery of talks and seminars organized by the Centre, for example a keynote speaker in the Centre’s annual Development Education conference.</li> <li>• Through delivery of the annual lecture.</li> <li>• Through the partnerships we share in development networks such as CADA, DEA, Dochas and IDEA. These networks may facilitate direct contact with speakers and activists from the developing world.</li> </ul>	<p>The Centre can establish contact with developing world speakers / activists through links with:</p> <ul style="list-style-type: none"> <li>• Funders (such as Trocaire and Christian Aid)</li> <li>• Networks (like CADA and Dochas)</li> <li>• NGO partners (such as Oxfam, Development Education Centres)</li> <li>• Campaign groups such as the Palestine Solidarity Campaign and Cuba Support Group.</li> </ul>	<ol style="list-style-type: none"> <li>1. Developing world activists participating in two CGE events per annum.</li> <li>2. Global south contributors write at least two articles per annum in <i>Policy and Practice</i>.</li> <li>3. By 2009, the Centre will have established working contacts with education or civil society groups in at least two developing countries.</li> </ol>	<p>Ongoing (but reviewed annually)</p>	<p>Staff and Management Board</p>

Activities	Inputs	Outcomes	Timescale	Personnel
<b>AIM 2, Objective 1</b> <b>Supporting School Linking</b>				
<ol style="list-style-type: none"> <li>1. The Centre will support, where possible, linking initiatives between civil society groups, schools, teachers and other education bodies in Ireland and the developing world.</li> <li>2. We will provide training and resources that support linking work commensurate with the Centre's capacity to provide such services.</li> <li>3. We will input into British Council training for teachers involved in the Global Schools Partnership Scheme.</li> </ol>	British Council's Global Schools Partnership initiative.	<ol style="list-style-type: none"> <li>1. The Centre can strengthen its relationship with schools and civil society groups through its support of linking work.</li> <li>2. Linking provides a potential market for development education resources.</li> <li>3. The Centre will become known as a resource base for educators involved in linking initiatives.</li> </ol>	September 2008	Dependent on the Centre's appointment of a formal sector worker in 2008.

## AIM 2 Objective 2:

To maintain and enhance the Centre's relationship with the Initial Teacher Education (ITE) and Further and Higher Education (FHE) sectors.

Activities	Inputs	Outcomes	Timescale	Personnel
<b>AIM 2, Objective 2</b> <b>Initial Teacher Education</b>				
<ol style="list-style-type: none"> <li>To maintain the Centre's partnership with St. Mary's University College's Global Dimension project through participation in the project's Advisory Group.</li> <li>St. Mary's will maintain membership of the Centre's Management Board for the duration of the project.</li> <li>To maintain links with the ITE programmes at the University of Ulster at Coleraine, Queen's University's School of Education, Stranmillis College and St. Mary's University College.</li> </ol>	<p>Director will attend four group meetings per annum on behalf of the Centre. Stella Murray will serve on the Board in until January 2009.</p> <p>Preparation of a new formal sector project involving ITE and Continuing Professional Development by September 2007.</p> <p>The Centre's Management Board through its links with the FHE sector.</p>	<ol style="list-style-type: none"> <li>Maintenance of strong working links between the Centre and St. Mary's College.</li> <li>Funding application to the Department for International Development in October 2007.</li> </ol>	<p>Meetings are quarterly in 2007-08 and 2008-09.</p> <p>Board meetings are held at six week intervals.</p> <p>If successful, the new formal sector worker will be appointed in April 2008.</p>	Director & Management Board.
<b>AIM 2, Objective 2</b> <b>Further and Higher Education</b>				
<ol style="list-style-type: none"> <li>To maintain the Centre's strong links with the Queen's University's Departments of Sociology and Geography.</li> <li>To broaden the Centre's relationship with university departments and higher education colleges where relevant and appropriate in supporting our work.</li> </ol>	Inputs from the Centre's Management Board	<p>The Centre will maintain and broaden its relationships with university departments. This will be reflected in:</p> <ul style="list-style-type: none"> <li>At least 1 Representative from these institutions on the Management Board.</li> </ul>	Ongoing	The Management Board will take a lead in this objective

Activities	Inputs	Outcomes	Timescale	Personnel
<p><b>AIM 2, Objective 2</b> <b>Further and Higher Education</b></p> <p>3. To maintain the Centre's links with the QUB Gibson Institute for Land, Food and the Environment including student placements from the MSc Programme in Leadership for Sustainable Development.</p> <p>4. To create new links with students and academic staff in the Belfast Institute for Further and Higher Education.</p>		<ul style="list-style-type: none"> <li>At least 1 student placement from the Gibson Institute per annum. Increased membership of the Centre from students and academics in all tertiary institutions by an additional 100 per annum.</li> </ul>		
<p><b>AIM 2, Objective 2</b> <b>Seminars on International Development</b></p> <p>1. To deliver a series of six development issues seminars (repeated within the same academic year) in the university area to students at Queen's University.</p> <p>2. To deliver the seminars in partnership with Suas and students from QUB. The seminars will be facilitated by academics, development NGO personnel, and community activists.</p> <p>3. To publish a development reader comprising papers written by each facilitator. The seminar topics will cover issues central to the contemporary development agenda such as aid, globalization and debt.</p> <p>4. To promote the course with a high quality flyer and in partnership with Suas and the Suas Society at Queens.</p>	<p>A DFID Mini Grant has been received to support this work.</p>	<ol style="list-style-type: none"> <li>A total of 12 seminars will be delivered in 2007-08 with a minimum of 25 and maximum of 50 students attending each seminar.</li> <li>1,000 copies of a promotional flyer for the course will be published and disseminated to students at QUB.</li> <li>500 copies of a course reader will be published and widely disseminated in the academic and development sectors.</li> </ol>	<p>1 April 2007 – 31 March 2008</p>	<p>The Director will lead this work with support from Suas, seminar facilitators and students at QUB.</p>

## AIM 2 Objective 3:

To sustain existing relationships with development agencies and networks in Ireland and Britain and, where appropriate, develop joint work programmes.

Activities	Inputs	Outcomes	Timescale	Personnel
<p><b>AIM 2, Objective 3</b> <b>Sustaining existing relationships</b></p> <p>To maintain the Centre's relationship with key development networks in Ireland and Britain including:</p> <ul style="list-style-type: none"> <li>• Coalition of Aid and Development Agencies (CADA)</li> <li>• Development Education Association (DEA)</li> <li>• Dochas</li> <li>• Irish Development Education Association (IDEA)</li> <li>• National Youth Council of Ireland (NYCI)</li> <li>• Refugee Action Group</li> <li>• UK Development Education Network</li> </ul>	<p>The Centre will attend:</p> <ul style="list-style-type: none"> <li>• 9-12 CADA meetings per annum;</li> <li>• At least 1 Dochas meeting per annum;</li> <li>• 4 UK DE Network meetings per annum (includes DEA);</li> <li>• 6 RAG meetings per annum;</li> <li>• 6 IDEA meetings per annum;</li> <li>• 6 NYCI meetings per annum.</li> </ul>	<ol style="list-style-type: none"> <li>1. The Centre will have the opportunity to work in partnership with colleagues in the development education sector including advocacy and campaigning work.</li> <li>2. The Centre can promote its work and encourage participation in its activities through the development networks.</li> <li>3. The Centre can share good practice and enjoy training opportunities through the networks.</li> </ol>	<p>Ongoing</p>	<p>Director – CADA                      Training and Research Officer – IDEA                      Youth Officer – NYCI                      All – DEA                      All – Dochas                      Director – UK DE Network                      Director – RAG</p>

## AIM 2 Objective 4:

To promote our information services to users to keep partners and users informed about issues and events in development education.

Activities	Inputs	Outcomes	Timescale	Personnel
<p><b>AIM 2, Objective 4</b> <b>E-Bulletin and Web Site</b></p> <ol style="list-style-type: none"> <li>To produce a monthly E-Bulletin to keep partners, funders, users and target groups informed of our activities.</li> <li>To encourage partners to promote their activities and events through the E-Bulletin.</li> <li>To disseminate CGE publications to partner organisations and members of the library to keep Centre stakeholders engaged in our work.</li> <li>To ensure that the Centre's web site is regularly updated with our latest publications and events.</li> <li>The E-Bulletin shall include a calendar of events on development.</li> </ol>	<p>Production of the E-Bulletin and updating of the web site are part of the core duties of the Information Officer.</p> <p>The Centre will renew its maintenance contract with GCD Technologies to ensure that the site is annually reviewed and, where necessary, amended.</p>	<ol style="list-style-type: none"> <li>E-Bulletin compiled and disseminated monthly including a calendar of events.</li> <li>Web site updated on an ongoing basis by all staff with Information Officer in a lead role.</li> </ol>	<p>E-Bulletin produced monthly.</p> <p>Web Site updated by the Information Officer at the request of colleagues, for example when new resources are produced or events organized.</p> <p>Web Site reviewed annually by GCD.</p>	<p>Information Officer supported by colleagues.</p>

# AIM 3 – Researching Practice

## Objective 1:

To provide opportunities for staff to conduct research which will inform the ongoing delivery of development education and support the Centre's advocacy work. To ensure that the research illuminates the links between Ireland and the developing world.

Activities	Inputs	Outcomes	Timescale	Personnel
<b>AIM 3, Objective 1</b> <b>Global Youth Work Research</b>				
<ol style="list-style-type: none"> <li>To establish the need for global youth work in the youth work sector in Northern Ireland on the basis of research.</li> <li>To carry out research with professionally qualified youth workers and youth work students at the University of Ulster at Jordanstown and Magee.</li> <li>To agree the parameters of the research (including aims, objectives, sample groups, methodologies) with academics at the University of Ulster and youth work practitioners.</li> </ol>	<ol style="list-style-type: none"> <li>A joint funding bid with the University of Ulster to finance the research.</li> <li>The research will be undertaken by either a consultant or through the appointment of a research assistant.</li> <li>To use the research in advocacy work with statutory youth bodies.</li> </ol>	<ol style="list-style-type: none"> <li>The research will enable the Centre to establish the need for a development education component in youth sector training.</li> <li>The Centre will promote the research findings through events and publications.</li> <li>The research will strengthen development education practice in the youth sector.</li> </ol>	<p>The research will be included in the Centre's global youth work programme for September 2007 – August 2008.</p>	<p>Youth Officer in partnership with the University of Ulster, and the National Youth Council of Ireland.</p>

Activities	Inputs	Outcomes	Timescale	Personnel
<p><b>AIM 3, Objective 1</b>  <b>Research in the Black and Minority Ethnic Sector</b></p>				
<ol style="list-style-type: none"> <li>The Centre will build on the research completed with the Black and Minority Ethnic sector as part of Aim 1, Objective 1 by commissioning an in-depth study into development education in the BME sector.</li> <li>The research will consider the outcomes of the small project outlined under Aim 1 and identify long-term and sustainable solutions to the development education capacity deficit in the BME sector.</li> </ol>	<ol style="list-style-type: none"> <li>The Centre will secure funding to engage a consultant with previous experience of work in the BME and development education sectors to lead the research project.</li> </ol>	<ol style="list-style-type: none"> <li>The research will facilitate extensive consultation in the BME and development education sectors.</li> <li>The research report will include recommendations for further action that will support sustained DE activity in the BME sector and best practice in development education by BME groups.</li> <li>The research outcomes will be widely disseminated within the BME and DE sectors.</li> </ol>	<p>1 September – 31 December 2008</p>	<ol style="list-style-type: none"> <li>A development education consultant will be commissioned to lead the research.</li> <li>The liaison point in the Centre will be the director.</li> <li>The target groups and project partners will be development education practitioners and BME groups.</li> </ol>

# AIM 4 – Advocacy for Policy Change

## Objective 1:

To communicate our strategic message to policy-makers throughout the island of Ireland and Britain.

Activities	Inputs	Outcomes	Timescale	Personnel
<p><b>AIM 4, Objective 1</b> <b>Strategic Plan</b></p>				
<p>1. To widely disseminate the Centre's strategic and operational plans to policy-makers in the formal and non-formal education sectors in the north and south of Ireland and Britain. The Centre should specifically target:</p> <ul style="list-style-type: none"> <li>• Department of Education (NI)</li> <li>• Department for International Development</li> <li>• Irish Aid</li> <li>• Members of the Local Assembly</li> <li>• Members of the All Party Group on International Development</li> </ul>	<p>The Director and Information Officer will take the lead in distributing the Development and Operational Plans to our partners, funders and key policy-makers in development education.</p>	<p>The Centre will have communicated its key strategic objectives to policy-makers.</p> <p>The Centre's profile with key decision-makers will be enhanced.</p> <p>The Centre will outline its work programme to other partners in the development sector.</p>	<p>Starting in December 06 and ongoing.</p>	<p>Director and Information Officer</p>

## AIM 4 Objective 2:

To support the implementation of the Enabling Effective Support (EES) process in Northern Ireland and, in partnership with CADA, advance the delivery of a five year EES Strategic Plan in development education.

Activities	Inputs	Outcomes	Timescale	Personnel
<b>Aim 4, Objective 2</b> <b>Enabling Effective Support</b>				
<ol style="list-style-type: none"> <li>1. The Centre will house the EES Co-ordinator.</li> <li>2. The Centre's Director will be responsible for the day-to-day management of the EES worker.</li> <li>3. The Centre will manage the EES funds and open new EES bank accounts.</li> <li>4. The EES Co-ordinator will deliver activities designed to enhance development education practice in the formal education sector. The Centre and other CADA members will participate in the delivery of these activities.</li> <li>5. The key aim of the activities is to ensure statutory support for the development of a locally-owned strategy for development education that enhances delivery of development education in schools.</li> </ol>	<p>The EES activities will be supported over a five year period by the Department for International Development.</p> <p>The funds and the process will be managed by the Centre in conjunction with CADA.</p>	<ol style="list-style-type: none"> <li>1. To make measurable progress toward the goal of the Department of Education adopting a policy that sets out a supportive position in relation to development education.</li> <li>2. To create a centralised web portal that provides teachers and schools with concise information on NGO providers, resources, training services and contact details for each organisation.</li> <li>3. To organise a futurescope – intense planning seminar – aimed at top decision-makers in formal education toward the goal of creating a policy framework for development education.</li> <li>4. To commission research that assesses the delivery of development education in schools under the auspices of the revised schools' curriculum in Northern Ireland.</li> <li>5. To organise an annual NGO Forum that facilitates a more co-operative and integrated approach to schools among development NGOs.</li> </ol>	<p>September 2007 – August 2010 with a further two year renewal by DFID dependent on progress up to this point.</p>	<p>The EES activities will be led by an EES Co-ordinator.</p> <p>A CADA / EES Group will monitor the process and guide the work of the Co-ordinator.</p> <p>The Centre's Director will manage the worker on a day-to-day basis.</p> <p>The CADA membership will receive regular updates on EES activities.</p> <p>CADA members will be invited to participate in the EES activities.</p>

## AIM 4 Objective 3:

To work with our NGO partners in the north and south of Ireland and Britain in maximising the opportunities for development education arising from the publication of the new White Papers on International Development by the Department for International Development and Irish Aid.

Activities	Inputs	Outcomes	Timescale	Personnel
<p><b>AIM 4, Objective 3</b> <b>Irish Aid</b></p>				
<ol style="list-style-type: none"> <li>To work with our colleagues in the Dochas Development Education Group (DEG) and the Irish Development Education Association (IDEA) in critically evaluating the new Irish government White Paper on International Development.</li> <li>To support the implementation of the new White Paper and the Irish Aid Development Education Strategy where it is consistent with the Centre's vision and practice of development education.</li> <li>To work with civil servants in Irish Aid toward maximizing cross-border links in development education and strengthening support for development education in the north of Ireland.</li> </ol>	<p>To maintain our membership of IDEA's national steering group and attend six meetings per annum.</p> <p>To maintain our membership of Dochas and attend policy meetings on White Paper.</p>	<ol style="list-style-type: none"> <li>The Centre will participate in at least 1 sectoral meeting on the content of the new White Paper / Irish Aid Development education Strategy.</li> <li>The Centre will regularly review the implementation of the White Paper under the auspices of IDEA and Dochas through participation in the IDEA Council and Dochas DEG.</li> <li>The Centre will liaise with Irish Aid civil servants both bilaterally and through our membership of Dochas and IDEA. It will organize at least one meeting per annum with Irish Aid civil servants.</li> </ol>	<p>From November 2006</p>	<p>Training and Research Officer (IDEA)</p> <p>Director (Dochas and Irish Aid)</p>

Activities	Inputs	Outcomes	Timescale	Personnel
<p><b>AIM 4, Objective 3</b>  <b>Department for International Development (DFID)</b></p> <ol style="list-style-type: none"> <li>To work in partnership with our colleagues in CADA in critically assessing the development targets contained in the new DFID White Paper on International Development.</li> <li>To consider and maximize the opportunities for development education arising from the White Paper and DFID's development education strategy paper both within the Centre and in partnership with our colleagues in CADA.</li> <li>To work with CADA in agreeing and delivering an advocacy programme on development education focusing on key issues contained in CADA's Strategic Plan and the strategic aims of EES.</li> <li>The Centre will continue to manage and administer the DFID Mini Grants Fund in Northern Ireland on behalf of DFID.</li> </ol>	<p>The Centre will maintain its active membership of CADA and participate in CADA's advocacy and development education work.</p> <p>The Centre will maintain its bilateral relationships with DFID civil servants in the area of development education and civil society.</p>	<ol style="list-style-type: none"> <li>The Centre will support CADA in delivering an advocacy programme in support of development education practice in Northern Ireland.</li> <li>The Centre will support CADA in critically evaluating the content of the DFID development education strategy paper through regular engagement with civil servants.</li> <li>The Centre will engage in advocacy work on development education through participation in a CADA development education structure.</li> </ol>	<p>The Irish Aid Development Education Strategy will be published in early 2007.</p> <p>The DFID development education strategy paper will be published in 2007.</p> <p>The CADA Strategic Plan will span January 2007 – December 2010.</p>	<p>The Centre's Director will continue to represent CGE in CADA.</p> <p>The CADA Development Education Group.</p> <p>The Centre's Director will continue to take the lead role in managing the DFID Mini Grant Scheme.</p>



Activities	Inputs	Outcomes	Timescale	Personnel
<p><b>AIM 4, Objective 4</b> <b>South of Ireland</b></p> <p>1. The Centre will seek to extend its current cycle of support from Irish Aid beyond March 2007 by having its current project activities incorporated into Irish Aid's five year Strategic Plan for Development Education to be agreed in 2007.</p>	<p>The Centre will negotiate the inclusion of its current global youth work services into the NYCI-Irish Aid strategy for youth work in Ireland. The new strategy will be in place by May 2007.</p>	<p>1. The incorporation of the Centre's youth work practice into the Irish Aid strategic plan will provide us with an enhanced opportunity to influence government development education practice in the youth sector.</p> <p>2. Irish Aid support will sustain the Centre's global youth work programme for a minimum of three years (2007-2010).</p> <p>3. The Centre's cross-border links in the youth sector will be strengthened particularly with NYCI.</p>		<p>Youth Officer in partnership with National Youth Council of Ireland and Irish Aid.</p>

## AIM 4 Objective 5:

To work with our partners in the Development and Environment NGO sectors to deliver an advocacy and public awareness programme that will address the Climate Change problem at local and global levels.

Activities	Inputs	Outcomes	Timescale	Personnel
<b>AIM 4, Objective 5</b> <b>Climate Change</b>				
<ol style="list-style-type: none"> <li>To maintain our membership and support of the Climate Change Working Group comprising environment and development NGOs which aims to: <ul style="list-style-type: none"> <li>Strengthen public awareness of climate change and encourage lifestyle changes that will reduce our carbon output in the north of Ireland.</li> <li>Carry out advocacy work with key policy-makers in the area of climate change and sustainable development to reduce our carbon emissions within international recommendations.</li> <li>To promote climate justice and support initiatives that tackle the impact of climate change in the developing world.</li> </ul> </li> <li>To promote joint work on climate change within the operations of CADA.</li> <li>To support the work of the Environment Education Forum as a member of the Management Committee.</li> </ol>	<ol style="list-style-type: none"> <li>The Centre will attend 6 meetings of the Climate Change Working Group per annum and 6 meetings of a climate change sub-group on advocacy.</li> <li>The Centre will work with colleagues in CADA to promote the effects of climate change through the Management Committee (6-8 meetings per annum) and Development Education Group (6 meetings per annum).</li> <li>The Centre will attend five meetings of the EEF Management Committee per annum over the next two years (ending December 2008).</li> </ol>	<ol style="list-style-type: none"> <li>The Centre will play an active role in the operations of the Climate Change Working Group and strengthen our links with colleagues in the environment sector. The main objectives of the group are to agree a public awareness and advocacy strategy by July 2007.</li> <li>CADA will be formally represented on the Climate Change Working Group and will undertake to share information on climate change activities at Management Committee meetings.</li> <li>The Centre will promote climate justice through the work of the EEF Management Committee and work on an Education for Sustainable Development document with fellow committee members.</li> </ol>	<ol style="list-style-type: none"> <li>From October 2006</li> <li>January 2007 – December 2010</li> <li>January 2006 – December 2009</li> </ol>	<ul style="list-style-type: none"> <li>The director will represent the Centre on CADA, the Climate Change Working Group and EEF Management Committee.</li> </ul>

# AIM 5 – Sustaining Performance

## Objective 1:

To create a working environment in which all staff work co-operatively and productively by applying our 'reflective learning' approach to encourage colleagues to share insight on each other's work and identify opportunities for joint-working within and between projects.

Activities	Inputs	Outcomes	Timescale	Personnel
<p><b>AIM 5, Objective 1</b> <b>Lunchtime Meetings</b></p> <ol style="list-style-type: none"> <li>To organize one working lunchtime meeting per month where all staff have the opportunity to discuss their work in an informal context.</li> <li>The agendas for the meetings will be left open to maximize participation and minimize formality.</li> <li>The success of the meetings will be reviewed after a year to evaluate their benefits to staff.</li> </ol>	<p>The meetings will be organized in-house to minimize costs.</p> <p>Staff will set dates for the meetings at staff meetings.</p>	<ol style="list-style-type: none"> <li>The lunchtime meetings will reduce the isolation of staff who work in projects and have limited opportunities to collaborate with colleagues.</li> <li>The meetings will provide opportunities to discuss aspects of practice outside of the time pressure of staff meetings and other work.</li> </ol>	<p>The meetings will be initiated from January 2007.</p>	<p>All staff to participate.</p>

## AIM 5 Objective 2:

To sustain and enhance the Centre's current level of financial support for its activities.

Activities	Inputs	Outcomes	Timescale	Personnel
<b>AIM 5, Objective 2</b>				
<ol style="list-style-type: none"> <li>To establish a funding sub-group comprising the Director, Treasurer, Chair and other members of the Management Committee with knowledge of the funding sector in education.</li> <li>To maintain strong links with existing funders through their rotated membership of the Centre's Management Board.</li> <li>To identify new sources of funding for projects and running costs that will sustain the Centre's current level of performance and extend its operations in new areas of activity. Particular areas of interest are research and working with black and minority ethnic groups.</li> </ol>	<p>Funding sub-group created by the Centre's Board.</p>	<ol style="list-style-type: none"> <li>The Centre's existing funding base is consolidated through constant liaison and communication with current funders including as members of the Management Board.</li> <li>New sources of funding identified to support new areas of work.</li> </ol>	<p>Sub-Group to be established in September 2007.</p> <p>The first tranche of new support to be received by the summer of 2008.</p>	<p>Funding sub-group</p>

## AIM 5 Objective 3:

To sustain the Centre's Global Youth Work support services to youth work practitioners.

Activities	Inputs	Outcomes	Timescale	Personnel
<b>AIM 5, Objective 3</b>				
<b>Global Youth Work Course</b>				
<ol style="list-style-type: none"> <li>The Centre will deliver the accredited Global Youth Work Course in two locations on a cross-border basis in each year of the operational plan.</li> <li>The course will be accredited by OCN in the north of Ireland and FETAC in the south of Ireland.</li> </ol>	<p>The course will be delivered as part of a pilot project support by Irish Aid in 2007. It will then be incorporated into the National Youth Council of Ireland / Irish Aid Strategic Plan for Development Education in the youth sector for a further three years.</p>	<p>The global youth work course will be delivered to a minimum of 20 and maximum of 32 participants.</p> <p>The course will enhance professionalism and development education capacity within the youth sector throughout Ireland.</p>	2007-2010	Youth Officer in partnership with the National Youth Council of Ireland and other youth organizations in the localities where the course is delivered.
<b>AIM 5, Objective 3</b>				
<b>Resources</b>				
<ol style="list-style-type: none"> <li>The Centre will continue to offer development education resources designed specifically to support youth work practice through our resource base.</li> <li>The resource collection will be continually updated over the next three years.</li> <li>New global youth work resources will be promoted through the Centre's e-bulletin and youth work publications, e-newsletters and web sites.</li> </ol>	<p>The Information Officer will requisition new resources to support global youth work.</p> <p>The resources budget will be fixed in negotiation with the Director and Financial Manager.</p>	Youth workers in Northern Ireland will have ready access to new and existing global youth work resources.	2007-2010.	Youth Officer, Information Officer, Director and Financial Manager.

## AIM 5 Objective 3:

To sustain the Centre’s Global Youth Work support services to youth work practitioners.

Activities	Inputs	Outcomes	Timescale	Personnel
<p><b>AIM 5, Objective 3</b> <b>Networking</b></p> <ol style="list-style-type: none"> <li>1. The Centre will sustain existing relationships with youth work networks and organizations in the north and south of Ireland, Scotland, Wales and England.</li> <li>2. The Centre will deepen its relationship with NYCI as a partner in the delivery of the new Irish Aid / NYCI strategy for youth work.</li> </ol>	<p>The Youth Officer will affiliate to Youthnet and the National Youth Council of Ireland Development Education Committee, and attend relevant networks identified throughout the period such as Youth Work conferences and Curriculum Development resource fairs.</p>	<p>The Centre will have the opportunity to share best practice in global youth work, collaborate with colleagues on practice-driven events and promote its activities to user groups.</p>	<p>2007-2010</p>	<p>Youth Officer in partnership with NYCI and youth networks in England, Scotland, Wales and the north and south of Ireland</p>

## AIM 5 Objective 4:

To sustain the Centre's capacity to respond to demands for our work by developing a procedure for associates to contribute to our operations.

Activities	Inputs	Outcomes	Timescale	Personnel
<p><b>AIM 5, Objective 4</b> <b>Volunteers</b></p>				
<ol style="list-style-type: none"> <li>To design a volunteer recruitment and management policy in the Centre involving the staff and Management Board.</li> <li>To agree areas of activity that could be supported and enhanced with volunteer support.</li> <li>To recruit volunteers for specific areas of work and ensure that they enjoy beneficial working experiences in the Centre.</li> </ol>	<p>The staff and Management Board will establish a working group to design a volunteer policy for the Centre.</p> <p>The Centre will request support from Voluntary Services Bureau in setting up the programme and in recruiting volunteers.</p>	<ol style="list-style-type: none"> <li>Volunteers will be recruited to support specific areas of work in which we require assistance, e.g., web site maintenance, library work, updating databases.</li> <li>The Centre will establish a volunteer recruitment and management programme.</li> </ol>	<p>From June 2007</p>	<p>All staff and Management Board</p>

## AIM 5 Objective 5:

To ensure there is appropriate support and supervision for all staff we will review the professional and voluntary management system during year 1 of the plan.

Activities	Inputs	Outcomes	Timescale	Personnel
<b>AIM 5, Objective 5</b>				
<b>Appraisals</b>				
<ol style="list-style-type: none"> <li>1. Work appraisals will be carried out by the Director at regular intervals of six to eight weeks.</li> <li>2. Annual appraisals will be carried at the end of each year with all staff members.</li> </ol>	<p>The Director will lead this process and ensure written appraisals are sent to all staff members.</p>	<ol style="list-style-type: none"> <li>1. The Director is kept apprised of how staff are performing in their projects and is aware of any difficulties or problems confronted by workers.</li> <li>2. Staff can reflect on and review their work regularly.</li> </ol>	<p>This practice is already established.</p>	<p>Director takes the lead in this process.</p>
<b>AIM 5, Objective 5</b>				
<b>Staff Liaison Officer</b>				
<ol style="list-style-type: none"> <li>1. To appoint a Staff Liaison Officer from the Management Board with responsibility for liaising between staff and Board members.</li> <li>2. To organize at least one joint Board-staff meeting a year. This could be a Board meeting attended by staff members.</li> </ol>	<ol style="list-style-type: none"> <li>1. A volunteer from the Management Board.</li> </ol>	<ol style="list-style-type: none"> <li>1. Improved communications between Management Board and staff.</li> <li>2. Greater face-to-face contact between Board members and staff.</li> </ol>	<p>To be agreed by Management Board.</p>	<p>Staff and Management Board</p>

## AIM 5 Objective 6:

To enhance our library and membership services and maintain constructive long-term relationships with user groups by responding to their interests in development education

Activities	Inputs	Outcomes	Timescale	Personnel
<b>AIM 5, Objective 6</b> <b>Library Services</b>				
<ol style="list-style-type: none"> <li>To install an on-line computer in the Centre's library for user groups.</li> <li>To maintain and enhance current library services including our selection of box files, videos / CDs, books, periodicals and teaching packs.</li> <li>To ensure that the databases are cross-referenced against current stock.</li> <li>To ensure that paper copies of the books, videos and teaching packs' databases are available to users of the library.</li> <li>To compile and disseminate a monthly E-Bulletin to members of our e-mail subscriber list including library members and partner organisations.</li> <li>Ensure that members of the Centre receive free copies of new CGE resources as part of the membership package.</li> </ol>	<p>The Information Officer will receive an annual resources budget with which to requisition new library materials.</p> <p>The Centre's fundraising group will secure the funding needed for an on-line computer.</p> <p>The Information Officer will receive training in the use and updating of resource databases and the membership system.</p>	<ol style="list-style-type: none"> <li>Users of the library can access on-line resources through the new computer in the Centre's resource base.</li> <li>Twelve editions of the E-Bulletin will be produced per annum.</li> <li>The stock of teaching packs, books and videos will be updated.</li> <li>Library databases will be regularly updated to reflect new trends in development education and hard copies made available to users.</li> </ol>	<ol style="list-style-type: none"> <li>Databases updated by July 2007.</li> <li>New on-line library computer installed by July 2007.</li> <li>New resources requisitioned on an ongoing basis with a budget agreed by the Director and Treasurer.</li> <li>E-Bulletin produced monthly.</li> </ol>	Information Officer with support from volunteers.

## AIM 5 Objective 7:

To ensure the Centre's web site is regularly updated and maintained and new resources made available on-line.

Activities	Inputs	Outcomes	Timescale	Personnel
<b>AIM 5, Objective 7</b>				
<b>Web Site</b>				
<ol style="list-style-type: none"> <li>To add banner style updates to the web site's home page to flag upcoming events organized by the Centre.</li> <li>To update the web site monthly to ensure that information on the site is regularly updated.</li> <li>To upload new CGE documents to the site as pdf documents. However, only documents that do not require payment or subscription such as the journal.</li> <li>New documents requiring payment should be promoted through the web site and advertised on the home page.</li> </ol>	<ol style="list-style-type: none"> <li>The Centre's Information Officer will receive training in web site maintenance.</li> <li>The Centre will explore the possibility of securing voluntary help for web site maintenance.</li> <li>Staff members working on specific projects should ensure that upcoming events are promoted on the web site by the Information Officer.</li> </ol>	<ol style="list-style-type: none"> <li>The content of the site will be regularly updated.</li> <li>New CGE documents (annual reports, policy papers, submissions) will be available on-line as pdfs.</li> <li>The maintenance of the site will be self-sustained within the Centre through the use of new software designed by GCD, the technologies company that designed the site.</li> </ol>	<p>The web site will be internally updated monthly and given a maintenance check annually by GCD Technologies.</p>	<p>Information Officer.</p>
<b>AIM 5, Objective 7</b>				
<b>On-Line Resources</b>				
<p>The Centre will make its databases of books and teaching packs available on-line via the web site.</p>				

## AIM 5 Objective 8:

To maintain our production of high quality publications that supports the delivery of development education and enhances awareness of development issues across the education spectrum.

Activities	Inputs	Outcomes	Timescale	Personnel
<b>AIM 5, Objective 8 Publications</b>				
<p>The Centre will maintain its publication of quality documents including:</p> <ul style="list-style-type: none"> <li>• <i>Policy and Practice</i>: to be published bi-annually in 2006-07 and 2007-08.</li> <li>• Annual Report</li> <li>• Annual Lecture</li> </ul> <p><b>Issue and Research Documents</b></p> <p>The Centre will ensure that published documents on development issues and development education over the next three years adhere to the high standards of previous publications.</p> <p>The Centre will publish research on development education practice outlined in the Operational Plan.</p>	<p>Policy and Practice will be published with support from Irish Aid until 2008.</p> <p>The Annual Report and Annual Lecture will be self-funded.</p> <p>Funding will be required to publish research and policy papers (see previous aims).</p>	<p>High quality publications serve to enhance the Centre's profile and work.</p> <p>Publications enhance the professionalism of the Centre.</p> <p>The publication of research and policy documents enhances the Centre's case for enhanced support of development education practice in the formal and non-formal sectors.</p>	<p>Ongoing</p> <p>Research publication in 2008.</p>	<p>All staff</p> <p>All staff</p>