

Strategic Plan

2024 - 2028

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Chairperson's Foreword

Welcome to the new five-year strategic plan of developmenteducation.ie. As Chairperson of our consortium, I am immensely proud of the vision and ambition that this document sets out, to support the delivery of lifelong learning in global citizenship education (GCE) in Ireland in the years ahead.

This year, global events have underscored the importance and value of GCE. The ongoing challenge of climate change as well as international conflicts and humanitarian crises demand our attention, empathy and understanding as global citizens. The manipulation of information and rise of disinformation require responses that are grounded in critical thinking and informed engagement.

The developmenteducation.ie consortium is more than a sum of its parts. Ours is one of Ireland's longest-running consortia in Ireland engaged with supporting development education and global citizenship education both in the classroom, and in the wider community.

Collectively and independently, our members: *80:20 Educating and Acting for a Better World*, *Aidlink*, *Concern Worldwide*, the *Irish Development Education Association (IDEA)*, the *National Youth Council of Ireland*, *Self Help Africa* and *Trócaire* have all played a part in encouraging and supporting critical thinking.

In this context, our strategic plan is a rallying call to educators across Ireland. In the coming five years we will support and nurture globally aware and socially responsible learners. We will provide enhanced digital learning resources, professional development and user engagement opportunities, input where appropriate into curriculum development, and work together as a responsive consortium to deliver on this strategy.

In this plan we will seek to consolidate our work across four key areas:

1. Digital learning resources
2. Outreach and end user engagement
3. Providing an effective and impactful consortium model
4. Securing the financial resources to implement the plan

As a development education digital hub, we will continue to provide digital learning and information resources based on lifelong learning and grounded in our values of equity, solidarity and collaboration.

Our new strategic partnership with Irish Aid will enable us to undertake more ambitious initiatives and projects that can help bring coherence into the wider learning environment, alongside other strategic partners in global citizenship education. On behalf of the Steering Committee I am particularly thankful to all of the teachers, resource writers, educators and education workers that have taken part in evaluating our work and contributed to the development of this plan.

Together, we can create a learning environment that not only informs, but also inspires action toward a just, peaceful and sustainable world. We invite educators, parents, students, and the wider community to join us in this exciting journey.

Dorothy Jacob, Chairperson

developmenteducation.ie consortium
November 2024

Introduction

developmenteducation.ie is an on-line hub that supports the online dissemination of development education (DE) and global citizenship education (GCE) resources and is a digital toolbox of materials for teachers, educators and trainers led by a consortium of NGOs in partnership with support from Irish Aid. The developmenteducation.ie Consortium are committed to the idea that collective partnership and collaborative action add value to the work of their individual organisations and broader development education and related sectors. The activities of the consortium are primarily driven by the delivery of the developmenteducation.ie website and related offline activities.

Members of the Consortium include 80:20 Educating and Acting for a Better World, Aidlink, Concern Worldwide, the Irish Development Education Association, the National Youth Council of Ireland, Self-Help Africa and Trócaire.

The strategic agenda and activities of the consortium have become a significant reference point for development education (DE) and global citizenship education (GCE) in Ireland, offering an online and offline platform of information, resources, activities, learning and support on issues of human development, human rights and development co-operation. For the past two decades, the programme has maintained a strong commitment to being a 'human development and related issues' learning and teaching resource, rooted in promoting awareness and understanding of global issues and, in particular, how they relate to the Developing World and our role in relation to it.

Delivering this across various learning contexts has enabled educators, youth workers and trainers in formal and non-formal education to engage more fully with a wide range of issues such as conflict, greenwashing and the Sustainable Development Goals (among many more!).

Tracking and measuring our impact by using an evidence-based approach form a vital pillar of how we work. Reviews and evaluations, such as the external evaluation of the programme conducted by Morina O'Neill in 2022 reinforce our commitment to excellence and indicate opportunities for growth such as building into lifelong learning through engaging with global citizenship education strategic partners, education bodies and subject associations.

The Consortium uses a 'lead agency' model to implement key actions. 80:20 Educating and Acting for a Better World is currently the lead agency delivering the developmenteducation.ie programme on behalf of and in partnership with the members. 80:20 manages the website on behalf of the Consortium and is responsible for associated legal, employment and financial matters.

The consortium continues to align its strategic direction to support and contribute towards the delivery of Irish Aid's Global Citizenship Education Strategy 2021-2025 as one of Irish Aid's strategic partners.

Summary of Achievements during the 2018-2022 period include:

- **707,892 users** visited the website, **300 resources added** to the resources library and **over 86% of respondents** reported an improvement on their knowledge or skills across 15 hands-on workshops about producing DE/GCE resources. A combined reach of **527,402 social media** impressions across Facebook, Instagram and Twitter and **8,888 people** directly engaged in programme activities.
- Maintained a **curated digital repository for DE, GCE and ESD** resources and developed innovative and relevant content. The resources library is the largest open digital repository of DE/GCE resources in Ireland.
- The nature of the DE.ie Consortium as a group of NGOs and NGDOs means that the **global development and justice perspectives** are integrated into programme activities and tools such as the resources library.
- **Our programme of work remains relevant to the DE sector in Ireland.** developmenteducation.ie's resources and editorial content highlighted the '*multidisciplinary*' and '*intersectional*' nature of DE, as well as the team being active to support and give advice on how to do this effectively.
- **Contribution to Code of Good Practice for Development Education**, in particular principle 6 which focuses on the creation, quality and impact of 'knowledge products', aligning with Irish Aid's Development Education Strategy and working strategically with subject associations, university lecturers and the global citizenship education strategic partners working across the sector.
- **Audits of DE/GCE resources** as key baselines for educators and resource producers, and the 'guidelines for producing DE/GCE resources' that support high quality and impact-driven resource production in Ireland.
- **'Cluster work' streams** by groups of consortium members responding to the findings/gaps identified in the resource 'audits' or current global issues through knowledge product based projects such as the fact checking project (with involvement from the National Adult Literacy Agency) and World Food Day in conjunction with Scoilnet.
- The **Irish Global Solidarity in 100 Objects exhibition**, which stands out as an impactful area of work as an exhibition, in-person and online, a podcast and education materials making use of the exhibition to sustain its onward educational use in different contexts.

Key Achievements 2018-2022



707,892
users



300 resources
added



8,888 people
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527,402
social media impressions



over 86%
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Vision, Mission and Values

Vision


Educators in Ireland are equipped to empower their learners to actively engage and take informed action on global development issues.

Mission

As a development education digital hub, we will work with educators by providing digital learning, information, materials and resources based on lifelong learning and grounded in our values of equity, solidarity and collaboration.

Our approach

The developmenteducation.ie Consortium's approach is made of a number of 7 essential characteristics:

 **A development and education agenda**
– pursuing development education and associated educational approaches (such as global citizenship education and human rights education) requires prioritising and balancing focus areas and work based on:

- International human development issues and debates, such as the Sustainable Development Goals
- Changing education and curriculum needs in formal and non-formal education sectors
- Events, issues, needs and gaps across the DE/GCE landscape.

 **Working in partnership** – the consortium/partnership approach offers considerable added-value and complementarity to the project as it brings together different organisations, sectors and levels of experience. As one of nine Global Citizenship Education strategic partners active in Ireland, this strategic phase will build on our existing partnership approach with others. The other partners include Worldwide Global Schools, DICE, Suas, the Irish Development Education Association, Youth 2030, Saolta,



Global Village and the Ubuntu Network.

Complementarity – developmenteducation.ie pursues a complimentary approach that supports everyone involved. There is now a large network of people that work in the development education sector who recognise the value of a common website, which enhances the visibility and cohesion of the DE function. Through this, developmenteducation.ie contributes significant 'added-value' to development education and global citizenship education in Ireland in a sustainable and complimentary approach.



A public space for ideas, resources and practices – developmenteducation.ie has become a common and inclusive online space for ideas, resources, viewpoints, methods and practices to be shared and amplified. This supports education work in real-time from anywhere in Ireland.



A 'digital first' approach – we play an increasingly important and visible role, broadening awareness of and access to digital learning resources and information, enabling engagement and capacity building across a wider cohort of education practitioners across lifelong learning.



Monitoring, impact and review – in order for us to serve / remain / do....we need to actively listen engage with and learn from our users (and non-users!) and we take a 'co-building' approach with the wider DE/GCE community in Ireland and internationally.



Lead agency model – The consortium uses a 'Lead Agency' model. 80:20 Educating and Acting for a Better World will act as Lead Agency within the Consortium over the 2024-28 period to deliver the core programme. The Consortium will liaise and, where necessary, negotiate with the management committee of the 'lead agency' to ensure its obligations in terms of financial and project reporting. The employment of staff and/or contractors are the responsibility of the lead agency.

Throughout the lifespan of this Strategic Plan 2024-2028 the developmenteducation.ie Consortium may consider additional and appropriate models for the delivery of various agreed actions in line with capacity of the Consortium to deliver the programme and consideration of good practice approaches.

The Consortium, therefore, seeks to add value in a variety of ways:

- Through a model of cooperation and partnership, providing appropriate opportunities for resource production co-ordination and engagement in DE/ GCE maintaining a distinctly 'development education' website where the DE/GCE component is the priority.
- Promoting a shared vision, values, ideas and activities.
- Taking a lifelong learning approach to providing opportunities to promote and disseminate individual partner agency resources, agendas and activities to educators
- Working with strategic partners to provide a central reference point for those seeking support and information, resources and ideas in DE/GCE.

Development Education and Global Citizenship Education

Since 2015, Goal 4.7 of the Sustainable Development Goals has ushered in the term 'global citizenship' as a central concept for which is also inclusive of development education:

"By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development."

developmenteducation.ie continue to use a 'working definition' of development education recognising that definitions as such are routinely contested: Development education is directly concerned with the educational policies, strategies and processes around issues of human development, human rights and sustainability (and immediately related areas).

What is a digital learning resource?

Digital learning resources are digital resources that support participants' learning goals and activities. They can be in various formats, such as apps, software, websites, graphics, audio, video, simulations, animations, blogs, interactive pages and more. They are available online, worldwide, and at the touch of a hand. Some examples of digital learning resources are YouTube/online videos, podcasts, Quizlet, e-textbooks, learner guides, interactive pages and MOOCs.

Digital learning resources are used for education in many ways and implemented in different forms. In traditional classrooms, digital learning resources are used as supplements to the primary course content, while in virtual learning the digital resources actually make up what is the "content" of the class.

On developmenteducation.ie the type of digital learning resources produced is a mixture of content and tools that can be used directly or included in designing teaching programmes. It includes a range of these examples and typically takes the form of educator guides/ explainers, featured items and downloadables such as myth busters. It can include interactive materials such as infographics, an online exhibition and a social media pack of education tools for onward use.

Working strategically

As one of ten strategic partners working on development education and global citizenship education in Ireland as part of contributing towards the Irish Aid Global Citizenship Education Strategy, the developmenteducation.ie Consortium is committed to working collaboratively with other strategic partners in a multilateral approach. Following consultation with the strategic partners Worldwide Global Schools, Comhlámh, DICE, Suas, the Irish Development Education Association, Youth 2030, Saolta, Global Village and the Ubuntu Network, the following six principles will guide this approach:

- **Equality** - a horizontal way of working that is collegial and supportive toward each other
- **Autonomy** - ability to have independent agency as individual strategic partners working within and across very different learning and teaching contexts
- **Reciprocity** as part of lifelong DE/GCE learning approach
- **Amplify** - get the word out about each other's work
- **Multilateral** - working across education sectors and spaces, not just within
- **Doing things differently together** - more than the sum of individual strategic partners individually

Photos opposite –Irish Global Solidarity in 100 Objects Exhibition opening night at Clare Street, Dublin on 26 Feb 2020. Clockwise from top-left: displace case with the 'Order of Timor-Leste' Presidential Medal, a copy of The World's Best News and flip-flops, visitors touring the exhibition, street view of the exhibition by night, Extinction Rebellion flags on display. Photos by Josh Mulholland/developmenteducation.ie



developmenteducation.ie's Strategic Priorities for 2024-2028 – in summary

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|--|--|--|---|---|
| Values <i>What we stand for</i> | Openness • Collaboration • Humanity • Equity • Solidarity | | | |
| Vision <i>Where we aspire to get to in the long-term future</i> | Educators in Ireland are equipped to empower their learners to actively engage and take informed action on global development issues. | | | |
| Mission <i>The action we will take to bring about the vision</i> | As a development education digital hub, we will work with educators by providing digital learning, information, materials and resources based on lifelong learning and grounded in our values of equity, solidarity and collaboration. | | | |
| 2024-28 Strategic Priorities <i>The achievable mid and short-term outcomes we seek that will advance our mission</i> | 1. Digital Learning Resources: Educators have improved their knowledge, awareness and capacity in human development and DE/GCE issues by accessing diverse and accessible digital learning resources | 2. Outreach and End User Engagement: developmenteducation.ie is used more effectively by a wider range of educators involved in lifelong learning education contexts leading to a better informed and engaged community aware of DE/GCE and its value. | 3. An Effective and Impactful Consortium Model: The developmenteducation.ie consortium demonstrates a robust partnership-based model that delivers the strategic plan efficiently and a high-quality programme. | 4. Securing the Financial Resources to Implement the Plan: Financial integrity of the project relies on developing an appropriate and sustainable funding base through diverse portfolio of mixed resources |

Priority 1 - Digital Learning Resources

Educators have improved their knowledge, awareness and capacity in human development and DE/ GCE issues by accessing diverse and accessible digital learning resources.

| Strategic Priority | Action | Owner | Outcome / sample KPIs |
|--|---|-------------|--|
| 1.1 Maintain and update the website with new digital learning resources annually, a complimentary events programme and a resources library | <ol style="list-style-type: none"> Digital resources and archive library, maintenance and expansion. Site content development based on curation and creation approach (a 'digital first' approach) Engage educators and DE/GCE practitioners in development of material. Update editorial guidelines and standards for digital content curation and development for the website. | Lead Agency | <ul style="list-style-type: none"> # of resources added (curated) to the resources library # of DE/GCE resources audit updates # of new content collaborations based on developing world perspectives # of new digital education events/knowledge products # of engagements with educators |
| 1.2 Create critical and timely digital learning DE/GCE materials, studies and resources | <ol style="list-style-type: none"> Align with digital changes, trends and standards in technology. Produce the web trends report Undertake research and learning on DE.ie and effective DE/GCE and digital learning trends. | | <ul style="list-style-type: none"> # of new digital education events/knowledge products |
| 1.3 Structured partnerships established through an Advisory Panel with DE/GCE strategic partners (IDEA, WWGS, Saolta, DICE, Youth 2030, Global Village, the Ubuntu Network, and DICE) | <ol style="list-style-type: none"> Formalise and strengthen cooperation and collaboration with identified strategic partners. Establish an advisory panel with GCE/ DE Strategic Partners. Partner on content, initiatives or activities in conjunction with A). DE/ GCE Irish Aid strategic partners and B). Education and DE/GCE sector partners and associations. Host joint events, resources and features with Strategic partners (e.g., data sharing etc.). | | <ul style="list-style-type: none"> # of partner opportunities for content development with strategic partners in delivering collaborative, cooperative or collective partnerships Progress working with # of strategic partners through cooperative, collaborative or collective partnerships. Organise # of meetings per year of the strategic partners advisory group. Organise 1 'flagship' in-person Digital DE/ GCE Summit / expo on digital learning materials for educators event in partnership with SPs and DE.ie members (e.g. Y1 feasibility check and delivery in Y2). |

Priority 2 - Outreach and Engagement

developmenteducation.ie is used more effectively by a wider range of educators involved in lifelong learning education contexts leading to a better informed and engaged community aware of DE/GCE and its value.

| Strategic Priority | Action | Owner | Outcome / sample KPIs |
|---|---|--------------------------------|---|
| 2.1 The programme achieves results and we can articulate the impact of our work based on effective data collection and analysis through a M&E subcommittee | <ul style="list-style-type: none"> Tracking and analysing data insights from analytics base, for example, on audience, acquisition and behaviour reports. Hold quarterly M&E subcommittee meetings. Create custom reports for resource producers. Review the M&E policy and practice approach every 2 years. Delivery quality assurance to the programme on data safeguarding, standards setting and reporting on evidence from the programme. | | <ul style="list-style-type: none"> 200K users visiting the website annually by Y5 Build an annual events programme # of users registered and using the interactive elements of the 'community area' – baseline TBC in 2024. % reported change based on workshop interventions. |
| 2.2 Enhance user experience and website accessibility | <ul style="list-style-type: none"> Ensure user centred design so that material is easily accessible by all users. Cultivate, build and review the user areas annually. Create and facilitate the Educators Advisory Group (EAG). | Lead Agency | <ul style="list-style-type: none"> # of users registered in the user area # of meetings of Educator Advisory Panel Update the user feedback engagement mechanisms Feedback and support role to users updated |
| 2.3 Communications and media strategy developed to build new audiences, share impact and learning and engage active users of our services | <ul style="list-style-type: none"> Ensure user centred design so that material is easily accessible by all users. Cultivate, build and review the user areas annually. Create and facilitate the Educators Advisory Group (EAG). | Lead agency All members | <ul style="list-style-type: none"> Communications role recruited within first year of plan. Developed a Communications and Marketing Plan (detailing series of relevant marketing campaigns) Develop a communications and engagement plan for strategic partners/institutional supports. |

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| <p>2.4 Collaborative partnership initiatives of DE/ GCE practitioners, education associations or organisations promoting DE.ie, including voices from the Global South</p> | <ul style="list-style-type: none"> ▪ Diversify the voices and perspectives on the website ▪ Seek new and more diverse partnerships, with the Global South in particular | <p>Lead agency</p> | <ul style="list-style-type: none"> ▪ Number of external partnership / collaboration initiatives of DE practitioners or organisations supporting DE.ie resources and promoting the programme |
|---|---|--------------------|--|

Priority 3 - Consortium partnership working together

The developmenteducation.ie consortium demonstrates a robust partnership-based model that delivers the strategic plan efficiently and a high-quality programme.

| Strategic Priority | Timeframe | Action | Owner | Outcome / sample KPIs |
|--|-----------|---|--------------------------------|--|
| 3.1 Ensure an effective and impactful consortium | Year 1 | <ul style="list-style-type: none"> Consortium and lead agency agree on governance and oversight model relevant to delivering 2024-2028 strategic plan. Ensure consortium members are engaged and active in supporting delivery of developmenteducation.ie's strategic plan | Lead Agency Chairperson | <ul style="list-style-type: none"> Updated agreed consortium MOU Bi-lateral meetings with chair of DE.ie and chair of 80:20 # of meetings and attendance at meetings |
| 3.2 Increase active engagement and improve ownership of the Consortium members in developmenteducation.ie programme of work | | <ul style="list-style-type: none"> Ensure consortium members are engaged participate through cluster group activities. Update and agree criteria for engagement of new members and new partners. Proactively recruit new members for the consortium. Integrate new members to ensure effective & impactful participation. | | <ul style="list-style-type: none"> # participating in cluster work group activities # promoting / embedding work programme work in own organisation # of key studies published such as update of audit of GCE/DE resources, and update of DE/ GCE digital learning trends Documented criteria for new membership and partnerships. Secured at least one new member consortium reflective of representation and perspectives criteria. 1 new member secured that meet criteria as paying members by end 2024. |
| 3.3 The Consortium actively contributes towards relevant policies, strategies and frameworks at the national, EU level and international level | | <ul style="list-style-type: none"> Participate through IDEA working groups to engage curriculum reform opportunities and related GCE policy, framework or strategy interventions. The Consortium actively contributes towards relevant policies, strategies and frameworks at the national, EU and international level. | Lead agency All members | <ul style="list-style-type: none"> Number of policy submissions made |

Priority 4 - Securing the financial resources to implement the plan

Financial integrity of the project relies on developing an appropriate and sustainable funding base through a diverse portfolio of mixed financial resources.

| Goal | Timeframe | Steps to achieve/ how | Owner | Outcome / sample KPIs |
|---|-----------|--|--------------------|---|
| 4.1 Secure multiannual funding with IA | Annual | <ul style="list-style-type: none"> Align with Irish Aid's Global Citizenship Education Strategy. Meet and comply with the criteria and standards of Irish Aid. Meet and comply with all other regulatory obligations as required. | Lead Agency | <ul style="list-style-type: none"> Build revenue up to 200K by end of strategic cycle. File annual reports based in strong compliance and standards approach. Broaden the range of stakeholders that participate in annual review processes. |
| 4.2 Secure co-funding contributions | | <ul style="list-style-type: none"> Secure new and existing consortium members contributions. Explore alternative funding opportunities. | Consortium members | <ul style="list-style-type: none"> 65k target by year 5 of consortium members (25% co-funding requirement) 1-2 new paying consortium member Update member contributions Meet and secure 1 digital partner or 1 education associate partner. |

Data-Driven Insights Towards Impact Measurement

We commit to:

- Ensure effective and high-quality data collection and analysis through M&E policy and practice, and engagement with end users.
- Improve the quality of data collection.
- Produce custom data reports for resource producers.
- Share trends and lessons learned from the programme in development, DE and education fora with GCE practitioners to support horizon scanning work across the DE/GCE sector based on trends on developmenteducation.ie

This will be done by:

- Tracking and analysing data insights from analytics base, for example, on audience, acquisition and behaviour reports.
- # of M&E subcommittee meetings.
- # of custom reports for resource producers.
- Produce an annual web trends report.
- Review the M&E policy and practice approach every 2 years.

Key Strategic Recommendations

A number of recommendations arise from the external evaluation report on the programme covering the 2018-2022 period conducted by Morina O'Neill.

Key Strategic recommendations summarised

1. Expand the programme from the current position, based on the current outputs, experience and learning from 2018-2022
2. Develop a strategy on digital learning to underpin the next programme of work
3. Seek more sustained two-way engagement with the end-users
4. Develop a clear strategy for financial sustainability.

Headline recommendations

Project

- To strengthen developing world engagement
- To collaboratively work as a Consortium using shared expertise to create knowledge products
- To strengthen the balance between online / offline activities & development of a digital strategy
- To strengthen strategic engagement with external partners and end users

Operational

- To strengthen institutional capacity and financial sustainability
- To better demonstrate change through a Consortium approach vis a vis qualitative and quantitative change/indicators
- To continue to project manage the work using a Lead Agency approach

