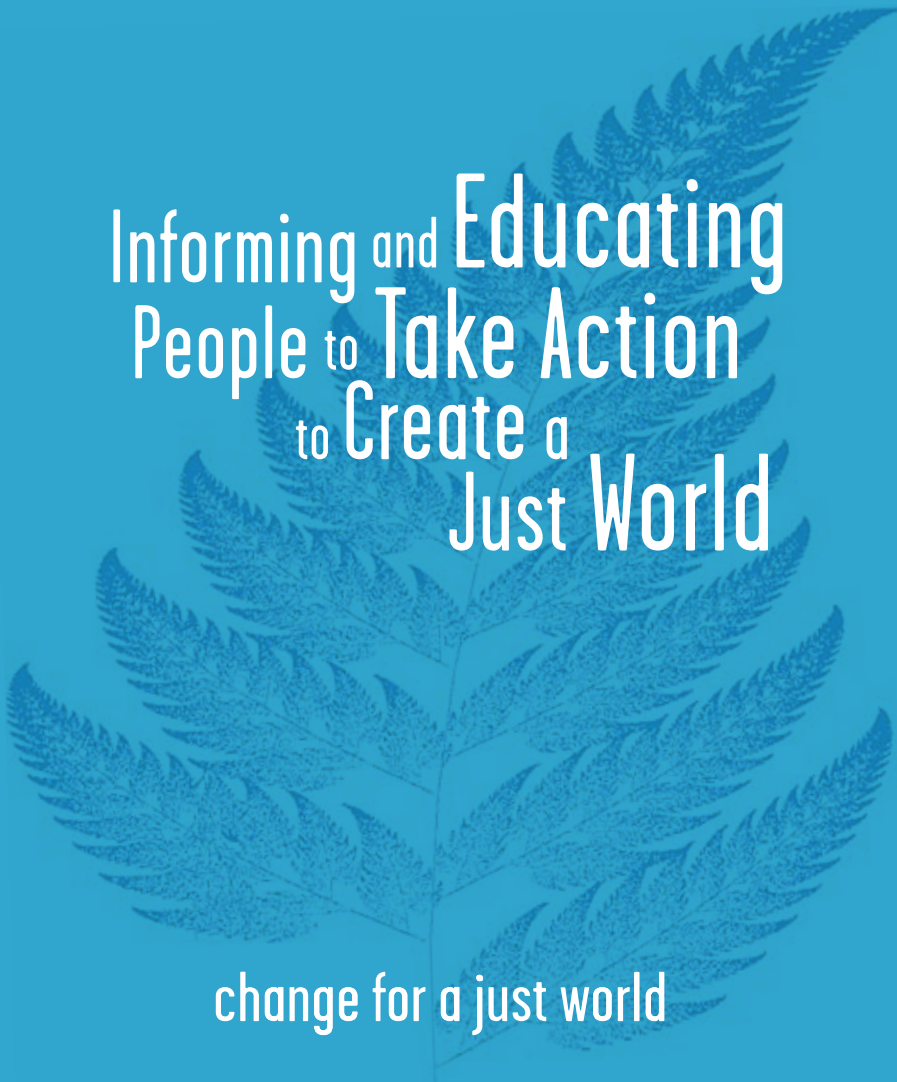


JULY 2007  
JUNE 2011

DEVELOPMENT RESOURCE CENTRE  
**STRATEGIC PLAN**



Informing and Educating  
People to Take Action  
to Create a  
Just World

change for a just world



The Development Resource Centre (DRC) is a values-based NGO specialising in providing information and education on international aid and development and global issues to people in Aotearoa New Zealand. We have two programme areas: Dev-Zone and the Global Education Centre.

The DRC is a not-for-profit, non government, charitable trust with a voluntary governance board. It is core funded by NZAID Nga Hoe Tuputupu-mai-tawhiti (New Zealand's International Aid & Development Agency)

# Vision

## Change for a Just World

Change is important because it captures the dynamic nature of the world, reflects the need for a shift in attitudes and behaviours, and the need to continuously act to create a world that is just.

A Just World is a world where human rights are upheld and respected, where poverty is no longer tolerated, development is people-centred, holistic and sustainable, and we all recognise the interconnectivity of our lives and the world that we live in.

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# Mission

## Informing and Educating People to Take Action to Create a Just World

# Values

Our values are guided by the following principles that underpin our work, and support our vision and mission of creating a just world. In addition, as a non-governmental organisation based in Aotearoa New Zealand we are striving to reflect a set of Māori values. This process is informed by our organisational initiative: A Just Aotearoa and will be a focus of this strategic planning period.

## Human Rights

An international human rights framework recognises that all human beings are born free and equal in dignity and rights, and we value and respect individual and collective human rights.

Our work is underpinned by a human rights approach and we provide information to increase the knowledge, understanding and realisation of human rights.

This also means that we recognise the inherent dignity and worth of all people, we respect and support diversity, and we are committed to creating a positive working environment.

## Te Tiriti o Waitangi

A principle of international law stipulates that treaties are to be interpreted using the indigenous language version. Therefore, we recognise Te Tiriti o Waitangi, the Māori language version of the Treaty of Waitangi, as a founding document of Aotearoa New Zealand.

Te Tiriti o Waitangi informs our perspective of development both in Aotearoa New Zealand and internationally.

This also means that we strive to reflect our responsibilities under Te Tiriti o Waitangi in our practices and policies through our organisational initiative: *A Just Aotearoa*.

## People-Centred Development

Everyone has a right to own their development without having it prescribed by others.

This means that development is participatory in nature and empowers people to make positive change in their lives.

To facilitate this, we provide and promote a wide range of development voices including

civil society organisations, indigenous people(s), and those offering alternative solutions to development.

This also means that we encourage and support the input of people involved in the organisation in our decision-making processes, work practices and organisational culture.

## A Holistic and Sustainable Approach to Development

A holistic and sustainable approach to development balances the relationship between human livelihoods, environmental resource use, and the needs of future generations. It encompasses human rights, cultural, social, political, economic, environmental and spiritual aspirations and initiatives.

To facilitate this, we provide a wide array of development information and global education perspectives.

This also means that we foster a strong sense of collaboration amongst people involved in the organisation, encourage diversity, and that we strive to implement sustainable practices.

## Transparency

Transparency is central to good development practice and includes access to freely available information. Transparency enables informed participation in decisions and actions and facilitates accountability to our stakeholders.

We provide a wide range of resources from a variety of perspectives that help promote transparency.

This also means that we communicate clearly who we are, and what we do, by publishing our values, objectives, policies, activities, organisational structure, alliances, and sources and uses of funds.

# Key Outcomes

Our key outcomes reflect our recognition that:

- we need to ensure our services increase understanding of development and global issues and encourage people to take action to create a just world
- developing working relationships with other organisations helps us achieve our vision and mission
- we need to maintain and develop relationships with tangata whenua to reflect our commitment to te Tiriti O Waitangi and the achievement of indigenous human rights
- we need to be living our values

- 1 There is an increase in the understanding of development and global issues among people in Aotearoa New Zealand and clients use our information to take action.
- 2 The DRC works with others to create a just world, through networks and partnerships in Aotearoa New Zealand and the Pacific.
- 3 The DRC has developed working relationships with tangata whenua based on recognition of indigenous human rights, including those guaranteed under Te Tiriti o Waitangi, that inform our organisational culture and work practices.
- 4 The DRC is a values based, innovative, and diversely funded national organisation that embraces learning.

# critical thinking action

## KEY OUTCOME 1

There is an increase in the understanding of development and global issues among people in Aotearoa New Zealand and clients use our information to take action.

*This will involve the development and provision of high quality, accessible, targeted services and resources that encourage critical thinking and action.*

### Strategies

- 1 To provide and promote information and education on development and global issues to the general public and the targeted groups of educators, NGOs, young people, and development practitioners.
- 2 To develop and implement new initiatives to help increase the understanding of development and global issues and to encourage people to take action
- 3 To develop DRC's research function
- 4 To develop and implement a communication strategy with the aims of
  - creating awareness of our new brand and the services the organisation offers
  - achieving our national presence strategy
  - establishing and building relationships with the media

### Measures

- High quality, accessible services and resources are provided to targeted audiences
- New initiatives are developed and implemented to increase understanding of these issues
- Take Action opportunities are included in DRC resources and services
- Client feedback indicates our services increase the understanding of development and global issues
- Client feedback indicates our resources and services encourage people to take action
- Funding is secured to widen the DRC's research services
- A growing number of clients are using DRC's research services
- Recognition of the organisation's brand and the services we offer is high among key targeted groups
- At least three working relationships have been established with the media by 2010

# strategic relationships

## KEY OUTCOME 2

The DRC works with others to create a just world, through networks and partnerships in Aotearoa New Zealand and the Pacific.

*This will involve on-going analysis of strategic relationships, creating and maintaining new relationships, and honouring the commitments made to our strategic partners.*

### Strategies

- 1 To work collaboratively with strategic and project partners on initiatives that reflect our values and further our mission
- 2 To create new strategic partnerships and relationships that reflect our values and further our mission

### Measures

- The DRC contributes to the achievement of initiatives identified in collaboration with strategic and project partners
- The DRC contributes to at least 5 formal networks of organisations that help create increased understanding of development and global issues and encourage people to take action
- At least one issue of each serial publication is produced in collaboration with, or has contributions from, another organisation every year
- At least one resource and/or event is produced in collaboration with another organisation every year
- At least one potential strategic partnership is researched and evaluated every year

tangata whenua  
Te Tiriti o Waitangi

## KEY OUTCOME 3

The DRC has developed working relationships with tangata whenua based on recognition of indigenous human rights, including those guaranteed under Te Tiriti o Waitangi, that inform our organisational culture and work practices.

*This will involve building relationships with tangata whenua, creating an organisational culture where Māori values are a respected component, and providing development information and global education that is informed by Māori input, world views and aspirations.*

### Strategies

- 1 To establish and maintain mutually beneficial relationships with relevant Māori organisations
- 2 To encourage and support the professional development of staff in te reo and tikanga Māori
- 3 To implement and communicate a process on how Māori values and concepts inform our practice, and what they mean for us as an organisation
- 4 To work with Māori to provide development information and global education that includes their aspirations, perspectives and viewpoints

### Measures

- Working relationships are established with Māori involved in education and development, including relevant iwi and treaty-based organisations
- Māori participation in the DRC is increased
- Organisational processes relating to the inclusion of Māori values and concepts are made available
- A *Just Aotearoa* staff competencies including te reo and tikanga are included in professional development plans
- DRC resources reflect Māori input, world views and aspirations



evaluate *learn* reflect

## KEY OUTCOME 4

The DRC is a values based, innovative, and diversely funded national organisation that embraces learning

*This will involve on-going reflection and evaluation to ensure that we are living our values, attracting funding and utilising this effectively, and developing the means to learn from our own and others' experiences.*

### Strategies

- 1 To develop and implement organisational processes that encourage reflection, evaluation and learning, and enable us to:
  - maintain and improve the services we create and provide
  - support and increase the capability of those working in the organisation
  - encourage and support individual and organisational innovation
  - measure the impact of our work
- 2 To create and maintain a positive, supportive organisational culture and environment that is underpinned by the DRC's values and implements sustainable practices
- 3 To develop and implement a national presence strategy
- 4 To maintain a good working relationship with NZAID, adhering to all relationship and reporting requirements
- 5 To develop and implement a diversified funding strategy

### Measures

- A Monitoring and Evaluation framework developed and operational by 2009
- New technological delivery options are explored each year
- Professional development plans that encourage learning and reflection are developed, implemented, and reviewed
- Annual staff feedback indicates that the DRC has a positive organisational culture and lives its values
- DRC resources and services are utilised by an increasing percentage of geographically dispersed clients throughout Aotearoa NZ
- A new four year core funding agreement with NZAID is negotiated and agreed to by 2009
- Independent income of at least 15% is achieved each year



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