



Development Resource Centre

STRATEGIC PLAN

1 JULY 2003 – 30 JUNE 2006

change for a just world



The 'upside down' map is used by the DRC as a symbol to challenge the way we think about the world.

FOREWORD

The Development Resource Centre (DRC) is a specialist information and education centre in Aotearoa New Zealand focused on development and global issues. The DRC's vision statement is **"change for a just world"** and its mission is **"informing and educating to empower people to take action to create a just world"**.

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 (The New Zealand Agency for International Development).

The DRC's work is guided at all times by a set of core values which recognise that development must be people-centred, holistic and sustainable.

The DRC has two key programme areas: Dev-Zone and the Global Education Centre (GEC):

Dev-Zone provides information services to non government organisations (NGOs), consultants, universities, community groups, government departments, libraries, and businesses operating in the field of overseas aid and development. Dev-Zone has an extensive range of up-to-date electronic and hard copy resources, operates a public access library, manages a comprehensive web site on development issues, provides email updates on a variety of development topics, and draws on a range of expertise in development practice, education and information management.

The Global Education Centre (GEC) provides services to the formal and informal education sectors, and the community sector, on Global Education¹. GEC provides training and resources to teachers, teacher trainees, students, youth workers and community groups, and builds their capacity to include global awareness into their programmes. Through its Youth Advocate GEC also works directly with young people, facilitating their participation in youth-led global youth work.

This Strategic Plan provides an overall framework for the activities of the Development Resource Centre between July 2003 – June 2006.

> VISION

The DRC'S long-term vision is:

Change for a Just World

> MISSION

The way that the DRC aims to work towards this vision is encapsulated in its mission:

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



1. see definition next page

VALUES

> Empowerment

Knowledge empowers people. It promotes justice, peace and equality. Providing people with alternative sources of information increases their choices and, in particular, enables vulnerable people to have their voices heard.

This means we will provide a range of information to clients, the public and especially the most disadvantaged, with a particular focus on alternative information from civil society organisations.

> People-centred development

Development must be people-centred and recognise that all cultures, particularly indigenous cultures, offer valid solutions to social development problems.

This means we will keep in touch with a wide range of people and civil society groups within Aotearoa New Zealand and internationally and assist them to make their views heard.

> A holistic approach to development

A holistic approach to development is essential and must embrace social, political, economic, environmental, spiritual, and human rights aspirations and initiatives.

This means we will provide information to users that will widen their perspectives of the broader context and nature of development.

> Participation

The public participates in global development, and the DRC has a significant role in enhancing understanding of development issues including a recognition of Aotearoa New Zealand's changing regional and global roles.

This means we will keep up to date with global development issues and maintain and strengthen contacts with other organisations, both governmental and non governmental.

> Te Tiriti o Waitangi

Te Tiriti o Waitangi provides the basis of a partnership between tangata whenua and all other citizens of Aotearoa New Zealand. Te Tiriti o Waitangi principles must be an integral part of the way we operate.

This means we will ensure that the obligations of te Tiriti o Waitangi are reflected in our practices and policies.

A Just Aotearoa

The DRC is committed to the Maōri version of te Tiriti o Waitangi and, through an organisational Treaty process in progress called *A Just Aotearoa*, the principles of partnership, empowerment and participation have been identified as requiring reflection in DRC's organisational policies and practices. Making this a reality is a major focus of this planning period.

What is Global Education?

Global Education is a process that enables people to understand the links between their own lives and those of people throughout the world. It aims to develop skills, attitudes and values to bring about a more just and sustainable world, and to enable people to become responsible global citizens.

Global Education encompasses development education, human rights education, peace education, environmental education, multicultural education, futures education and citizenship education.

Global Education aims to develop an understanding of the factors and underlying causes that surround poverty, injustice, conflict, health and environmental degradation both in Aotearoa New Zealand and internationally. It also aims to empower people to do something about the negative aspects of our world. This, in the medium to long term, raises awareness, enabling people to act more compassionately and effectively in their daily lives in their community.

STRATEGIES

Key Strategies

The Development Resource Centre operates two broad strategies to empower people to act for a just world.

They are:

> to inform

> to educate

It is critical to the success of these strategies that the Development Resource Centre is creative and inspirational in its approach to the provision of education and information services, and uses a variety of methods for awareness raising, learning, teaching, and advocacy, which empower people.

It is also essential that the DRC collaborates with other organisations to build strategic partnerships and alliances, and that it targets specific client groups in order to utilise its resources effectively.

Strategic Partners

The DRC believes that strong, robust relationships are a vital part of its work. These relationships promote collaboration and co-operation, and also encourage active debates on global issues. This critical engagement is an integral part of our education and learning models, and we will continue to seek out and form strategic relationships that will assist and challenge us as we work towards a just world. Where appropriate, we will also build the capacity of organisations to enable them to work more effectively towards creating a just world. An important part of our work is to form working relationships with civil society organisations in other countries to ensure their voices are heard, to work in solidarity with them, and to exchange information and skills.

The DRC's current strategic partners are:

- > Asia Pacific Alliance: Advancing the International Conference on Population and Development (ICPD) Agenda
- > FPAID (Family Planning International Development) NZ
- > PIANGO (Pacific Island Association of NGOs)
- > Save the Children NZ
- > Tearaway Youth Magazine
- > YWCA Aotearoa NZ

Strategic Partners continued

The DRC has a Strategic Agreement with NZAID Nga Hoe Tūpūtupu-mai-tawhiti and is a member of the Council for International Development (CID) Aotearoa NZ, and the Development Education Association (DEA) UK.

The DRC is the secretariat for the Aotearoa New Zealand International Development Studies Network (DevNet).

Being situated in Aotearoa New Zealand, the DRC is also part of a wider Pacific community. We therefore have a specific focus on the Pacific, and are participating in a wider network of civil society organisations and resource centres in the Pacific region.

Through work on te Tiriti o Waitangi, DRC also aims to work in partnership with tangata whenua.

Strategic Target Groups

The Global Education Centre and Dev-Zone work together to build relationships with key target client groups to empower them to work towards creating a just world.

In this planning period, our target groups in Aotearoa New Zealand include:

- > community groups
- > development NGOs
- > development practitioners & consultants
- > government departments
- > libraries and resource centres
- > the media
- > teacher training organisations
- > teachers (pre service and in-service)
- > tourists and travel operators
- > university students and lecturers
- > young people in the community and in schools
- > youth organisations (adult led and youth led)

KEY OUTCOMES

The key outcomes of the Development Resource Centre are that:

1. Global awareness and taking positive sustainable action are part of the development of young people in Aotearoa New Zealand
2. A global perspective is incorporated into teaching and learning in formal education in Aotearoa New Zealand
3. There is an increase in the understanding of development and global issues amongst people involved in international aid and development, and the public in Aotearoa New Zealand
4. The DRC is an organisation which is effective, dynamic, progressive and values based
5. The DRC is an integral part of a strong network of organisations in Aotearoa New Zealand, the Pacific, and throughout the world, that are working collectively towards a just world

> Key Outcome 1

Global awareness and taking positive sustainable action are part of the development of young people in Aotearoa New Zealand

Objectives	Measures
1 To build the capacity of youth workers and youth organisations (adult-led and youth-led) to include global youth work in their programmes and activities	<ul style="list-style-type: none"> > Increased participation of youth organisations in global youth work > Reports from youth organisations, youth workers and young people on the quality and effectiveness of our services, materials, workshops, and advice
2 To build the capacity of young people to engage in a global perspective and take constructive action	<ul style="list-style-type: none"> > Increased participation of young people in global issues and action for change > Reports on global issues of importance to young people

> Key Outcome 2

A global perspective is incorporated into teaching and learning in formal education in Aotearoa New Zealand

Objectives	Measures
3 To provide the formal education sector with high quality, accessible and relevant global education resources	> Increased participation of schools, teachers, trainee teachers and teacher training organisations in Global Education
4 To provide high-quality, practical training on global education for Aotearoa NZ teachers and teacher trainees	<ul style="list-style-type: none"> > Qualitative and quantitative feedback on training workshops > Qualitative and quantitative feedback on our resource materials, information service, and lending library
5 To promote the inclusion of Global Education as a key cross cutting theme in the school curriculum.	> Inclusion of Global Education in the school curriculum

Key Outcome 3

- > There is an increase in the understanding of development and global issues amongst people involved in international aid and development, and the public in Aotearoa New Zealand

Objectives	Measures
6 To provide and promote information on people-centred, sustainable development to: development NGOs, other NGOs, development consultants and practitioners, tertiary institutions, and government departments	<ul style="list-style-type: none"> > Increased understanding of development amongst client groups > Quantitative and qualitative feedback from clients on the quality and effectiveness of information services
7 To provide and promote information on global issues to the media, libraries, resource centres, community organisations and the public	<ul style="list-style-type: none"> > Improved public access to information on global issues, responsible tourism, and people-centred sustainable development
8 To proactively provide information on how to participate in creating a just world	<ul style="list-style-type: none"> > Increased participation of clients in taking action for a just world

Key Outcome 4

- > The DRC is an organisation, which is effective, dynamic, progressive, and values based

Objectives	Measures
9 To provide a working environment and conditions, consistent with organisational values, which attract and retain skilled and committed staff	<ul style="list-style-type: none"> > Constructive and positive staff feedback > High staff retention > Positive reports on 'walking the talk'
10 To efficiently utilise resources to achieve organisational objectives and minimise adverse environmental impact	<ul style="list-style-type: none"> > Administrative systems enable staff to achieve their objectives > ICT systems developed that enhance and support our work > A decrease in adverse environmental impact via annual environmental audits
11 To attract sufficient resources to achieve goals and objectives	<ul style="list-style-type: none"> > Continued core funding from NZAID > Independent financial support
12 To ensure that policies and strategies on cross-cutting issues (such as te Tiriti o Waitangi, gender, advocacy), are interwoven through the organisation	<ul style="list-style-type: none"> > Report from <i>A Just Aotearoa</i> te Tiriti o Waitangi process > Increased gender awareness within the organisation
13 To increase the profile of Dev-Zone and the Global Education Centre	<ul style="list-style-type: none"> > New audiences reached > Mainstream profile increased
14 To explore innovative opportunities to achieve mission	<ul style="list-style-type: none"> > New projects and partnerships developed with other NGOs > Feasibility report on new delivery mechanisms > Increased outreach to other parts of Aotearoa New Zealand
15 To strengthen and enhance Board governance	<ul style="list-style-type: none"> > DRC Board is accountable, transparent, informed and active in the achievement of the stated outcomes

Key Outcome 5

- > The DRC is an integral part of a strong network of organisations in Aotearoa New Zealand, the Pacific, and throughout the world, working collectively towards a just world

Objectives	Measures
16 To establish and maintain relationships with NGOs and other organisations throughout Aotearoa NZ, the Pacific, and other parts of the world	> New strategic alliances, especially with NGOs in Aotearoa New Zealand, and in the Pacific region
17 To clearly establish the relationship with tangata whenua	> A <i>Just Aotearoa</i> project report on the DRC and te Tiriti o Waitangi

NEW INITIATIVES

A number of new initiatives are identified for this planning period:

> Media

The TVNZ Charter has now been enshrined in legislation in the TVNZ Act 2003 that makes clear the social responsibility of TVNZ, and its functions to inform and educate Aotearoa NZ audiences. This is the ideal environment to explore the portrayal of development issues in the Aotearoa NZ media, and DRC's role in the media. DRC is exploring the possibilities of forming a strategic partnership with the Connected Media Trust Aotearoa NZ.

> Responsible Tourism

A report has been commissioned by DRC on promoting Responsible Tourism. The recommendations are being considered and refined. The first phase of the project will be to develop a Responsible Tourism Code, with a Pacific focus. We will consult widely on the content of the code. The Code will then be branded clearly, and promoted to travel organisations, which will then include it in their own promotional material and on web sites.

> The Decade of Education for Sustainable Development

The recommendation for a Decade of Education for Sustainable Development (ESD) emerged from the Johannesburg Summit on Sustainable Development in 2002. The Decade will start in 2005. DRC, Connected Media Trust, and the Environmental Education Association of NZ have agreed to work together on initiatives for ESD.

> Shop front/World Café

The feasibility of moving to premises that are more accessible to the public is being investigated, with the possibility of opening a world café which would aim to educate and empower people via the media of: coffee, food, music, art, seminars, etc. A spin-off would be national promotion of Dev-Zone's and the Global Education Centre's work, via magazines and radio.

> Outreach

DRC is a national agency based in Wellington, which works in other parts of the country. There are opportunities to extend our work in Auckland and the South Island. We are developing strategies for increasing our outreach, in collaboration with other NGOs.

