



**FOR A MORE
JUST, EQUAL
— AND —
SUSTAINABLE
WORLD**



**Strategic Plan
2018 – 2022**

Cover photo

A group of people from Bray came together to produce the Boats at Sea public art installation on the refugee crisis in the Mediterranean and the ongoing humanitarian crisis in Syria. Involving over 400 participants, the interactive artwork was displayed at the Change the World Youth Summit in Dublin in the RDS on 19th November 2015, organised by Concern Worldwide and the National Youth Council of Ireland (NYCI) and on display at the Irish Sustainable Development Goals Summit on May 5th, 2016 in Croke Park, Dublin organised by Dóchas.

Photo taken of installation on display at the Presentation Brothers Network Social Justice Conference in Glashule, November 20, 2015.
Photo © Clifton Rooney.

Boats at Sea installation produced by Presentation College, Bray and 80:20 Educating and Acting for a Better World.



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INTRODUCTION

80:20 Educating and Acting for a Better World is a development education organisation promoting popular education on human development and human rights rooted in that sector and its history for over 20 years.

For 80:20, education is fundamental to understanding the shape and nature of our unequal world, to interacting with that world as well as to imagining and shaping a different world.

As such the organisation has a primary core focus on the intrinsic links and challenges between international development co-operation (broadly defined) and development education.

This strategic plan is designed to guide the organisation over the 2018-2022 period; to re-establish and strengthen the 80:20 identity and agenda; to re-articulate the vision and values of the organisation and to outline its programme of work.

“The questions to be addressed are not exclusively environmental or developmental. They raise key issues in the social, cultural, political and, ultimately ethical, spheres. And the education required to enable genuine engagement on these issues cannot be constrained to the functional development of reading and writing, foundational as these skills may also be.

In an increasingly complex and contradictory global system, we all require an education which can liberate our minds, enabling us not only to understand the world as a geographical unit but as a political and economic system. Development education is an essential, not an optional, requirement in helping us to understand and control our own and our children’s destinies in a global setting.”

Chairperson Peadar Cremin on the establishment of 80:20 Educating Acting for a Better World. August, 1998.

In this context, the organisation has an explicit (but not exclusive) focus on a set of core issues:



human development – as defined and described by the UNDP’s Human Development Reports and agendas with a focus on inequalities linked to wealth, gender, geography and resources that are hampering progress in human development



human rights – as enshrined in the family of UN international declarations, treaties and practices



sustainability development – as understood in the UN Conference on Environment & Development Agenda 21 debates and discussions, the Paris Agreement on climate change and the Sustainable Development Goals agenda adopted by the UN in 2015, constituting a global agenda that calls on for action by all countries to end poverty, fight inequality and injustice, and tackle climate change by 2030



women’s rights – as detailed in the Convention for the Elimination of all Forms of Discrimination Against Women – CEDAW

80:20 remains an independent non-governmental organisation seeking to articulate and promote the voices and interests of the world’s poor, marginalised and excluded. It seeks to participate in and reflect a civil society agenda as regards Ireland’s role and responsibilities in the world. 80:20 will remain independent of government and will seek to hold government accountable on appropriate issues and agendas.

The organisation understands development education as ‘educational activism’ – seeking to encourage and support active engagement in changing the world rather than simply learning about it. It does not view education as ‘preparation’ for engagement but as actual intervention. As such development education (DE) is intensely political raising and exploring difficult, controversial and contested ideas. 80:20 will remain independent of and seek to hold government accountable on appropriate issues and agendas.

For 80:20, education is a necessary, vital and intrinsic part of the overall agenda for international justice, human development and human rights – it is never an ‘optional extra’. 80:20 is committed to rooting its work in current development and education theory and practice; it seeks to encourage reflection on ongoing discussions, debates and trends in both international development and education.

Ultimately 80:20 seeks to promote *coming to public judgement* on issues of justice and injustice; it seeks to use education to challenge individuals and communities to reflect on their roles and responsibilities in the world and on the basis of such reflection to act responsibly and reasonably in the world.

1. OUR VISION AND VALUES

Vision

‘Through education, 80:20 seeks to realise a world which is more equal, more just and more sustainable than is currently the case. 80:20 believes that the concept of human development rooted in an international human rights framework offers the hope, dignity and the basis for, such a world. The organisation is dedicated to pursuing educational strategies for developing global citizenship as a fundamentally important priority in international development strategies.’

Values

As an educational NGO, 80:20 is dedicated to developing and supporting educational understandings of, and considered responses to, key **development**, **justice** and **human rights** issues. Through its work, 80:20 seeks to promote **education** as a necessary and vital positive contribution to local, national and international **human development**.

80:20 seeks to promote the values of **human development**, **human rights** and **human dignity** through its’ work.

Human Development: 80:20 endorses the concept and process of human development outlined in the Human Development Reports of the UNDP and underpins this understanding with reference to the 1986 Declaration on the Right to Development, the 6 core human rights instruments and the Sustainable Development Goals. We are concerned with the challenge of human development in all dimensions and promote development education as key to this. We understand development to mean human development and are particularly concerned with ‘developing world’ realities as well as perspectives and actively promote this in our work. We see education as fundamental to human development, promoting educational values, principles and methods. For 80:20, education provides people with greater choice, enhanced capacity, motivation and dignity.

Human Rights: 80:20 works to highlight the indivisibility of human rights and engages educationally with civil, political, economic, social and cultural rights. 80:20 seeks to realise a human rights perspective on development through the growing body of international legal, moral and political instruments. We root our analysis in a human rights framework and thus, in our activities, publications and projects. Arising from its work in Ireland, the Euro-Mediterranean region and Aboriginal Australia, 80:20 seeks to promote the process of reconciliation also rooted in a human rights framework. This implies dealing directly with the legacies of conflict in a human rights context and in particular, the role of young people.

Human Dignity: As outlined in our vision, 80:20 believes that the concept of human development rooted in an international human rights framework offers the hope, **dignity** and the basis for a more equal, more just and more sustainable world. In order to promote the value of human dignity, 80:20 actively promotes an international perspective in all of its work, particularly perspectives from the ‘developing world’. We encourage ourselves and others to pose the question of ‘what is fair/unfair, from who’s perspective and why’. In our activities, publications and agendas, 80:20 actively promotes women’s rights and perspectives, relating these to the broader issue of gender and development and, ultimately, human development.

80:20 recognises that all of the above values are ‘contested values’ and that both development and education centrally involve debate and discussion

2. WHAT MAKES US DIFFERENT

The organisation has a priority concern with what it has described and articulated as the '80:20 equation' – the series of primary unjust relationships that currently exist between the worlds of the rich and the poor, especially as witnessed in the developing world. As such, the organisation views issues such as hunger, poverty and inequality as matters of injustice and structural inequality, rather than simply as issues of charity and welfare.



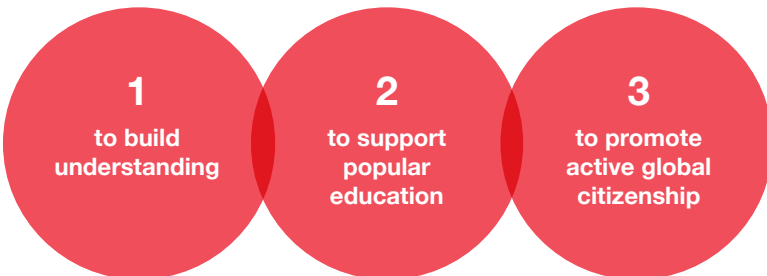
3. OUR APPROACH

HOW WE BRING ABOUT CHANGE

In its methodologies, perspectives and practices, 80:20 actively promotes change and ownership of this agenda within its programme work and also as an organisation. 80:20's approach to achieve our vision and values, includes:

- Using emotional learning, active and innovative methodologies and practices as part of **'educational interventions'**
- Linking local issues with international and developing world, women and minority issues in **developing worldviews**
- Building communities through education
- Encouraging people to **question** and **challenge** their own preconceptions
- Actively promoting participation and ownership of the education and development agendas as part of methodologies as well as perspectives. **Public ownership** of the agenda is central to our work
- **Building solidarity** through storytelling and action
- Employing the **arts** as **creative and empowering tools** in processes to explore responses to global development issues

Our projects have 3 objectives



4. OVERALL AIMS OF 80:20

1) A More Just and Equal World

- To continue to promote the key linkage(s) between development education and development co-operation and to further develop the organisation's 'issues-based' approach to development education, human rights education and global citizenship education based firmly on our values and cross-cutting themes of work

- To consolidate the agreed programme of activities in Ireland in response to emerging opportunities, existing and new partnerships and local demand

- To consolidate, extend and support our growing network of 'project partners' in both formal and non-formal sectors of education as a key priority across the 80:20 programme

- To continue to publish and produce a range of high quality, accessible, issue-based resources on key human development, education and human rights issues

- To advise on policies relating to education on human development, human rights and injustice and to exert influence to have such policies realised

- To extend and strengthen our strategic partnership work with the developmenteducation.ie Consortium

- To ensure that 80:20 is recognised as a market leader through partnerships, joint projects, funding and reputation in ways that are innovative, creative, flexible, measurable and identifiable especially by key partners

2) A Stronger 80:20

- To strengthen our identity and approach through the consolidation, development and support of our national and international programme of activities, increasing our capacity and extending our reach and network

- To develop and support necessary 80:20 organisational structures including the Management Committee and Sub-committees

- To ensure fully effective and transparent administrative, governance and financial systems as well as all necessary policies, procedures and practices

- To establish an appropriate funding base for the organisation that is adequate to its reasonable needs and is in keeping with its principles

- To continue to support and develop our staff, volunteers, contractors and Management Committee in appropriate training and opportunities as a learning organisation

- To strengthen 80:20's social and environmental sustainability as an organisation

5. STRATEGIC GOALS

5.1 GOALS FOR A MORE JUST, EQUAL AND SUSTAINABLE WORLD



Goal 1: Design, develop and deliver high quality information, research, resources and publications

Developing resources – in many forms and formats – has been a key dimension of 80:20's work for 20 years across formal and non-formal education opportunities. Pursuing the design and development of popular education using human rights education and global citizenship education tools, methods and strategies.

What we will do:

- Pursue range of activities, workshops, talks and engagement activities on the 7th Edition of 80-20 *Development in an Unequal World* book tour in Ireland and abroad (including active in USA, Canada, Australia, UK), and engage with our 7th Ed. publishing partner – New Internationalist and associated emerging activities and work
- Conduct a review in 2019 of the 7th Ed. and prepare the groundwork for the 8th edition of 80:20 the book on this basis
- Pursue a mix of popular education resources across a range of learning levels and contexts and update 'classic' 80:20 resources, such as 5:50:500



Goal 2: Build educational opportunities to develop capacities, cultivate dispositions and grow leadership on human development and human rights realities

What we will do:

- Continue to develop and grow the Let's Talk programme involving young people and adults with a critical focus on peace, justice, sustainability and reconciliation through education platforms
- Support and grow leaders across in Ireland and abroad to make local to global connections with their peers through critical education design and development opportunities



Goal 3: Strengthen and support the development education, ie consortium strategic partnership

As a founding member and lead provider on the development education, ie consortium, 80:20 is committed to working in partnership through common agendas, pooling resources and developing common goods as part of engaging in online and offline active partnership work across formal and non-formal education.

What we will do:

- Consolidate robust financial, management, administrative project reporting systems as the lead agency of the development education, ie consortium
- Strengthen and build on the consortium's approach: pursuing a development and education agenda; working in partnership; enhancing collective work agendas through a complimentary 'added-value' approach; supporting the DE sector
- Supporting the broader resources agenda, outreach and engagement work
- Deepen and strengthen strategic engagement with consortium members: Aidlink, Concern Worldwide, Self Help Africa, Irish Development Education Association, National Youth Council of Ireland and Trócaire

5. STRATEGIC GOALS



Goal 4: Engage in appropriate opportunities to demonstrate the impact of our work in education, human rights, women's rights, climate change and human development.

What we will do:

- Support processes to actively influence educational policy and curricula, as appropriate, relating to education, development and human development in formal and non-formal contexts to effect positive social change
- Learn from our work – what works, and what doesn't – and incorporate into our practice and engagement work



5. STRATEGIC GOALS

5.2 GOALS FOR A STRONGER 80:20



Goal 5: Continue to consolidate effective and added-value partnerships

As a small organisation, we are proud of our partnership work. Working in partnership is a key strand of 80:20's approach in seeking to act as a DE 'market leader', and the current plan seeks to build on and strengthen this further.

What we will do:

- Deepen and strengthen local, national and international partnership work through a mix of joint project planning work, and research and education resource production
- Strengthening further our partnership with Australia and in particular Aboriginal Australia
- Consolidating and developing our presence and partnerships in Malta with an appropriate programme of projects, in particular, the annual human rights summer school
- Continue to engage in a range of appropriate activities and projects with the EuroMed Rights Network through a human rights education approach
- Exploring the potential to re-establish developing world links

5. STRATEGIC GOALS



Goal 6: Maintain accountable, transparent and effective policies, procedures and practices across all operations, including finance, administration, governance, environment and employment

80:20 will ensure continued best practice in relation to the governance of the organisation and this will be guided by the organisation's Board of Management. The Board of Management are the custodians of 80:20's vision and values; they approve strategy, structures, annual plans and budgets and ensure the organisation is effective and accountable.

Through engaging with statutory and civil society-led good practice initiatives, 80:20 strives to improve policies, processes and systems appropriate to a small organisation.

What we will do:

- Continue to support directors and trustees of the management committee through proper documentation, induction process, training, procedures and opportunities
- Update and improve accounting systems and standards in line with Charities SORP (Statements of Recommended Practice in Accounting for Charities) and legal responsibilities related to employment and environment law
- Actively engage and cooperate with statutory responsibilities, such as the Charities Regulatory Authority and Companies Registration Office
- Continue to improve on, review and update all organisational policies and procedures in line with the *Governance Code - a Code of Practice for Good Governance of Community, Voluntary and Charitable Organisations in Ireland* and demonstrate transparent reporting, good fundraising and governance as part of the Charities Institute Ireland's (Cii) *Triple Lock Standard* in transparency and accountability



Goal 7: Achieve cost-efficient financial stability

80:20 believes that value for money is crucial as a central pillar in delivering its work. We believe an effective investment in resources through the provision of strong financial controls, preparation of annual project and financial reports, consortium meeting reports and audited accounts prepared maintained.

For 80:20, financial integrity relies on developing an appropriate and sustainable funding base through diverse mixed sources. Most recently this has included direct support from developmenteducation.ie consortium members Aidlink, Concern Worldwide, Self Help Africa, Trócaire, and through multiannual strategic partnership support from Irish Aid.

What we will do:

- Achieve sustained growth in organisational support and income
- Explore new avenues of funding to establish a diverse financial mix in order to help realise the ambition of the organisation
- Build on the vital co-funding and support received to date
- Mid-term review of the financial plan

6. FUNDRAISING STRATEGY

80:20's funding strategy during the 2018-2022 period is based on a three-pronged approach:

1. **Grant-based** – grants form the backbone of 80:20's medium and long-term work. This has included ongoing targeted support from statutory agencies, such as Irish Aid, and other grant schemes such as the Concern Worldwide Development Education Grants scheme. A range of multiannual and annual schemes will be pursued as part of this strategy.
2. **Collaborative Projects / joint-funding** – as a core part of our strategic approach to work, 80:20 builds on new and ongoing collaborations.
3. **Earned Income** – generating earned income is crucial to the independence of 80:20 as an NGO. This includes:
 - high quality and accessible education and research consultancy work.
 - 80:20's role as a small publisher in a tradition of designing, responding to and being a market leader in books and resource production in development education in Ireland and internationally.



Educating and Acting for a Better World



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80:20 Educating and Acting for a Better World is a development education organisation promoting popular education on human development and human rights, and is a registered charity in Ireland.

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