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## A Message From The Chair

In any other year, writing an introduction to an annual report should be a relatively straight forward affair. Successes from the previous year would be celebrated, challenges noted and opportunities encouraged. Staying within the confines of the reporting period should pose no difficulty. This year however, it's different, just a few months into 2020 and 2019 already seems like a distant memory. If, as they say, the past is a foreign country, then pre-Covid 2019 is a distant planet.

Despite the present challenges and uncertainties over our global future and worries about what the 'new normal' will be, it is important that we recognise the growth of Development Perspectives in 2019 and how well positioned the organisation is to face what lies ahead.

As chairperson, I was immensely proud that after an open tender process, the organisation was chosen by Irish Aid as a strategic partner in the Adult and Community Education sector. The new programme, called Saolta (worldly wise) will be led by Development Perspectives and run in partnership with Irish Rural Link, AONTAS, Concern Worldwide and the Dept of Adult and Community Education in Maynooth University. The programme will explore a variety of global issues along with encouraging action across Irish society. Issues such as poverty, inequality and climate change will feature strongly as areas of engagement.

The completion of a new five year strategic plan was another milestone for the organisation in 2019. The hallmark of any good plan, is that it is focussed, can be easily communicated and its impact measured. The condensed version of the plan fits neatly onto a single sheet a paper but its ambition and scale is far bigger than that. While remaining true to its core beliefs of challenging global injustices, collective responsibility and

the interdependence of people with one another and with the environment, there is an energy in the new plan that seeks to build a just and sustainable world through transformative education and informed action.

An annual report does not exist in the abstract, behind the numbers, activities and events lies a dedicated team of highly talented and skilled staff who not only deliver on the organisation's mission but also ensures compliance, transparency and accountability across all areas of the operation. On behalf of the Board I extend a huge 'thank you' to the staff for their professionalism and commitment. We hope that the move to the new premises on North Quay has provided you with the much needed space and light to grow and expand the work.

It is important too that I extend a word of gratitude to our funders, Irish Aid, the European Commission, Trócaire and Concern Worldwide. Their support goes well beyond the financial and we greatly appreciate the time, level of engagement and interest they take in the work of Development Perspectives.

Finally, I would like to thank my fellow Board Members for all their time and sage advice, attending and preparing not only for Board meetings but serving on sub committees and being available to attend gatherings and events as well. Your support is greatly appreciated.



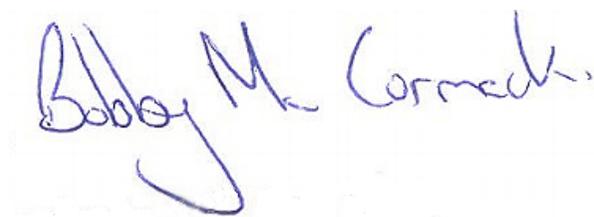
Michael Doorly  
Chair, Development Perspectives

## Opening remarks by the CEO

Development Perspectives (DP) began as a project in 2006 and has come a long way since its establishment as an independent non governmental organisation in 2009. Many milestones mark the memorable and important journey since then with 2019 being no different. DP moved office, said welcome to new team members and goodbye to others, initiated new projects and programmes and completed others. In some ways, 2019 was like previous years in that this pattern is not surprising. Things change.

In creating our new strategy for 2019 – 2023, the team involved in DP had a change to reflect on our progress and practice over the last few years. This gave us the valuable opportunity to challenge our own assumptions and to re visit the purpose of the organisation. This process served as a chance to renew the passion and drive needed to support our efforts but more importantly it served as a timely reminder of how valuable and crucially important we believe Development Education is.

We live in an ever changing, interdependent and unequal world. Issues of poverty, widening inequality and climate change are increasingly having negative impacts on vulnerable communities. We believe that informed and engaged citizens are best placed to address these complex social, economic and environmental issues. Development Perspectives provide transformative education opportunities, encouraging individuals and communities explore, understand, challenge and act. Join us to make the world a better place.



Bobby McCormack

CEO, Development Perspectives

## Introduction

Margaret Mead, an American cultural anthropologist once remarked “Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has”. We agree.

But how and where does society get thoughtful, committed citizens? Citizens that are informed, skilled and committed to making a difference in the world around them.

Our response to those important questions is by engaging in high quality Development Education / Global Citizenship Education. Pretty straight forward, isn't it, unless you are not familiar with the term, “Development Education”.

This definition provided by Irish Aid is very useful when thinking about this area of practice.

## What is Development Education?

*“Development education is a lifelong educational process which aims to increase public knowledge and understanding of the rapidly changing, interdependent and unequal world in which we live. By challenging stereotypes and encouraging independent thinking, development education helps people to critically explore how global justice issues interlink with their everyday lives.*

*Development education is transformative. It enables people to analyse and challenge the root causes and consequences of global poverty and inequality and to transform the social, cultural, political and economic structures which affect their lives and the lives of others. It aspires to change the way people think and act; empowering them to take action and become active global citizens in the creation of a fairer, more just, more secure and more sustainable world for all”.*

(Irish Aid)



## Context

2019 was packed full of high quality Development education across a range of projects and programmes that is detailed below. It is important to look back and reflect on our practice to see how we can improve our work as well as celebrating the outcomes and impact we are contributing to, however it would be wrong to ignore the recent ground shaking events that has engulfed our current realities.

The unknown world is an area that we talk about and act within, in our work and practice. DP talks about moving people beyond their comfort zones and about people writing their futures. This language is great for storytellers and educators alike but Covid 19 moved that place of discomfort into a cold, stark reality for many of us.

A global pandemic, Covid - 19 is currently challenging communities across the world – it is challenging what we know, how we behave and possibly who we are. Sadly, it seems once again that during this challenge the most vulnerable in society are being left behind. The more fortunate cannot isolate themselves from the more vulnerable at this time.

In a recent mail to IDEA members, Frank Geary (Director of IDEA) talked about isolation and Isolationism in the context of Covid-19.

*“Covid-19 effects Development Education in multiple and complex ways. Paradox and uncertainty seem to be defining features of these. The responses to the coronavirus strengthen both the things we are working for (collective action, solidarity, working together for the greater good) and the things we are working against (isolationism, closing borders, inequality, separating different parts of the world). There is a thin line between self-isolation and isolationism. But there is also a thin line between collective community action and collective global action. This is one of those moments where the veil between worlds is thin and where possibilities can travel like ghosts between the world as it was before and world that will be, the ‘new normal’”. (Geary, F. 2020)*

In the context of Covid – 19, the centrality of Development Education is once again, apparent. Professor Tom Collins remarked that the recent launch of “Saolta” that *“the state of public health anywhere effects public health everywhere”*. That capacity for understanding interdependence, for cultivating critical thinking, encouraging problem solving and supporting active citizenship is needed now, arguably more than ever before.

## Extending Ripples...

2019 was a year of extending horizons. Development Perspectives changed in a number of ways that has provided us with the opportunity to extend our reach and ramp up our impact.

- DP moved offices in June 2019. DP had been based in Barlow House in Drogheda since 2009 and had very fond memories of the space, however it was clear in early 2019 that as the team grew, more space was needed to work from. Our boxes and shelves were packed up as we waved goodbye to Barlow in June. Our new office can be found at 10 North Quay, Drogheda, Co. Louth. Physically, this was a threshold point as the organisation embarked on a growth phase in terms of staff and revenue.
- DP initiated and now leads a consortium called "Saolta". This consortium has entered into a strategic partnership with Irish Aid for the adult and community education sector in Ireland. The partners involved in "Saolta" are AONTAS, Concern Worldwide, Irish Rural Link and the the Dept of Adult and Community Education in Maynooth University.
- 2019 was the beginning of a two year project called STIRE (Supporting the integration of the resettled)
- New staff joined DP in 2019 bringing added skills, knowledge and experience to the organisation. Annamaria Balazs, Hanna Oberdorfer, Melíosa Bracken, Katie Martin, Maria Gonzalez, and Nick Doran have all added very positively to the resources of the organisation.

## Programme and Project updates

### Saolta

Saolta – “Saolta” is the name of the new strategic partnership for the adult and community education sector between Irish Aid and a consortia led by Development Perspectives. Other partners in the consortia include AONTAS, Irish Rural Link, Concern Worldwide and the Dept of Adult and Community Education in Maynooth University. This partnership runs until the end of 2021. The meaning of the word translates as “Worldly wise”, which we feel is apt for what we are trying to achieve.

The overall goal of Saolta

*“Increased accessibility, quality and effectiveness of development education within the adult and community education (ACE) sector”.*

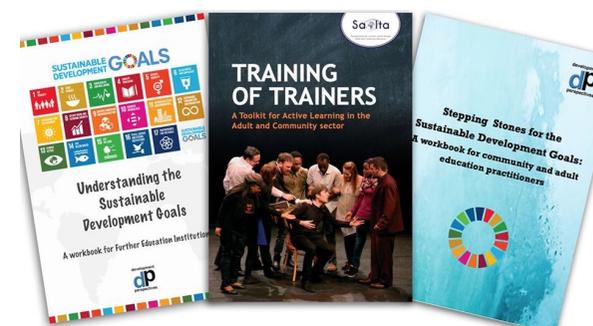
There are six outcomes

1. Community leaders and advocates have increased awareness and understanding of development issues and increased capacity to take action.
2. Community leaders and advocates initiate concrete actions in support of a sustainable and just world.
3. Adult and Community Education (ACE) practitioners are supported and empowered to provide high quality Development Education for adult learners.
4. Adults are engaged in Development Education and are informed about development challenges and sustainable development.
5. Evidence-based research is developed, collated and disseminated to inform DE policy and practice in the ACE sector.
6. An effective consortia working in partnership with the ACE and Development Education sector.

This programme began in August 2019. By the end of 2019, the full Saolta team was in place and busy planning for 2020 as well as delivering results.

A number of resources have been created by Saolta. There is a “Training of Trainer” toolkit, an SDG workbook for Community Educators, a monitoring and evaluation toolkit for Development Education practitioners and SDG themed information packs.

Check them out at: <http://developmentperspectives.ie/saolta-resources>



## STIRE

'Supporting the Integration of the Resettled (STIRE)', is funded by the EU's Asylum, Migration and Immigration Fund. The overall goal of STIRE is to foster cooperation and partnership between resettled migrants, asylum seekers, refugees and their respective host communities in Ireland by contributing to their pre-departure and post-arrival support and building capacity in the receiving communities and promoting partnerships. DP are members of a project consortium which includes partners from Italy, Croatia, Slovenia, Romania and Austria. The project began on the 1<sup>st</sup> of January 2019 and is due to be completed at the end of 2020.

Below you can see a list of the key achievements and activities which occurred in Year 1:

### **Attendance at 2 international partner meetings**

- Kick Off Meeting in Vienna (January 2019)
- 1<sup>st</sup> Coordination Meeting in Cluj (July 2019)

### **Development of socio-cultural orientation curriculum for Programme Refugees**

- Needs Analysis – 4 focus groups and 5 one-to-one interviews
- Preparation of national report
- Development of curriculum based on 6 national reports

### **Development of a project website ([www.stire.org](http://www.stire.org))**

- DP led this activity
- Development of website content – orientation information for Programme Refugees
- Graphic Design of website
- Official website launch (May 2019)
- Translation of website into Arabic and national languages (November 2019)

### **Development of seminar curriculum for decision makers, service providers and volunteers who work with refugees**

- Research and strategic needs analysis – 2 focus groups and 10 one-to-one interviews
- Preparation of national report
- Development of curriculum based on 6 national reports

## SDGchallenge

The SDG challenge has different activities within the project with 2019 covering two different funding timelines. In short, over 20 workshops were held that directly engaged over 650 people across the country. These workshops included work with Public Participation Networks and Further Education Institutes. A core part of the project is the SDG advocate training. The 2019 edition saw 10 people complete the intense eight month course. The advocate training culminated in a study visit by four of our colleagues from CSDS in Vietnam for a series of public events and a showcase event in the Spirit store in Dundalk.



SDG Advocate Showcase 2019



Workshop with John Lonergan, Dublin, January 2020.

Twelve SDG information packs were updated and disseminated and an SDG workbook for Further Education was created and published. These resources are all available online.

Check them out at <http://developmentperspectives.ie/saolta-resources>

The coaching and mentoring as well as the alumni events and webinars continued in 2019.

## SDG Challenge Schools

This project aims to empower students and teachers across Ireland to take action on the United Nations Sustainable Development Goals (SDGs) . It does so by offering student workshops, teacher training days, and remote support between workshops. Generally, there are two student workshops per school. The first is generally introductory, depending on the knowledge within the school and the relationship beforehand. The teacher training workshops brings teachers together to explore the SDGS and to find ways of linking the curriculum to the challenges presented by poverty, inequality and climate change.

2019 saw us finish one WWGS project in May and begin another in Sept 2019. Across both projects, the SDG Challenge schools has worked with 10 secondary schools in North Dublin, Louth, Meath and Monaghan engaging 555 students, 32 teachers and supported 60 student led action projects.

## DPTV

Late 2018 saw the launch of "Spirit". 2019 didn't see any activity for DPTV as there was no budget in place, however DP does intend to explore options in late 2020 and early 2021 with a view to starting pre production for a new documentary that will be released in late 2021 / or early 2022.

## ERASMUS+

Over the last 4-5 years, DP has continued to use Erasmus+ as a way of achieving our goals. 2019 was a successful year in this regard.

Worth noting that DP has been successful in a recent application for a training called, "Change the story, change the world". This training will focus on the use of theatre of the oppressed as a methodology and will engage 28 participants from across Europe in a residential training later in 2020 or early in 2021. DP has recently submitted an application in the April round of Erasmus+ and will submit a further 1-2 application(s) in the October round.



## Training and Consultancy

Development Perspectives regularly works with organisations in Ireland and with partners across the world on specific training courses. We utilise our skills and experience to bring in traded income to support our suite of programmes and projects. In 2019, DP facilitated sessions or courses with the following organisations.

- Transformative Learning Journey with Bridge 47
- FINGO in Finland
- The IDEAS collective with STAND
- UCDVO
- Louth Leader Partnership

## Governance and Finance

In 2019, ten board members attended four board meetings and two Governance sub committee meetings as well as two finance sub committee meetings. Reports were made regularly by the CEO and the finance officer during that time to ensure DP was working in line with the mission and goals of the organisation and the agreements that were put in place with funders. You can see from the audited accounts that in terms of income, the organisation is growing. As income grows it is important to have strong and robust controls in place to monitor expenditure. New systems of monitoring and management were put in place in 2019 that will allow DP securely grow further in terms of income in 2020 and 2021. Ensuring the organisation puts aside reserves was an important discussion point for the finance sub committee. An organisational target of 3% of income as reserves was set. DP anticipates this being met and surpassed in 2020 and 2021.

## Public Engagement

The number of followers on FB grew by 12% in 2019 with 7596 following the organisation in Jan 2020. Our intention is to increase that growth rate and have 9,000 following the organisation at the end of 2020.

There is a further 1,100 people that are members of the SDG challenge FB page. Many of this number would be counted in the organisational followers.

Twitter has seen a 9-12% growth rate in 2018 and 2019. In Jan 2020, 4953 people were followers of DP and a further 4,800 were followers of the SDG challenge. Our target of growth for 2020 on both accounts is 15%.

On Instagram, DP has 3697 followers. We don't have a figure for 2019 as this platform changed over from the SDG challenge in April 2020.

The number of Newsletter subscribers doubled in 2019 from 740 to 1500. Our target for 2020 is to reach 2000 subscribers.

Our blog, "See the World Differently" hosted 7 posts in 2019. Our target for 2020 is to host 15 posts.

The DP website hosted 17 active users per day in 2019. We want to increase this to 30 users per day in 2020.

1-2 press releases a month were distributed to newspapers across Ireland in 2019. These press releases highlighted subjects such as updates on the 2019 SDG Advocate Training, the development of Saolta, upcoming SDGchallenge workshops and more.

As a result of these press releases Development Perspectives was invited to take part in approx. five radio interviews.

## Partnership

Collaboration and co-operation is key for a small organisation like Development Perspectives in order to optimise its effectiveness and impact. Partnership isn't just about effectiveness though, its also about our values and the importance that we place on solidarity. As an organisation, we try to live "Partnership for the Goals". The list below tries to capture the range and scale of those DP has worked with in 2019. It contains platforms and groups that DP are members of, organisations that support and enable the work and partners that DP works with on the implementation of projects and programmes. To all of them, DP wants to extend our thanks and gratitude. Put simply, without them, DP wouldn't be doing this critical work.

- Irish Aid
- CSDS in Vietnam
- Uvikiuta in Tanzania
- Trocaire
- Concern
- Dóchas
- IDEA
- The Wheel
- Comhlámh
- Coalition 2030
- Saolta Partners (4)
- STIRE Partners (7)
- WWGS partners (10)
- Erasmus + partners (Figure from the slide)
- SDG challenge partners (12)
- Bridge 47
- Asylum, Integration and Migration Fund
- Léargas

Collectively, DP worked with 60+ organisations in 2019. This level of partnership is impressive however, it does raise questions for a small organisation regarding the use of limited human resources. This is an area that DP is reflecting on as 2020 unfolds.

## Progress on our Strategic Goals (Please see appendix 1 for the Strategic Plan – 2019 to 2023)

### ***Goal 1. To have an informed, active and inclusive citizenry that is tackling the root causes of poverty, inequality and climate change.***

Eight outcomes / results are outlined as part of this goal. Positive contributions have been made to all eight areas. In particular, the creation and implementation of Saolta has helped us in relation to four of the outcomes, STIRE has helped us with outcome number five whilst Erasmus+ has provided us with the platform to achieve outcome eight. DP still has work to do with Civil society partners in Liberia, Vietnam and Tanzania to ensure that outcome seven is achieved. The SDG challenge made a positive contribution to outcome four, which espouses that 50% of the population in Ireland is aware of the SDGs.

### ***Goal 2. To recognise the importance and relevance of Development Education in contributing to a more just, equitable and sustainable world.***

This goal has seven component parts. The implementation of Saolta ensures that outcomes one - three are contributed to. The design and implementation of AWEN in Ireland and “Transformative learning Journey” in Europe addressed outcome four and the role of transformative education. It is fair to say that DP hasn’t completed much advocacy outside of Ireland (Outcome five) in 2019. DP has met with IDEA to discuss and plan outcome seven, which details that 3% of ODA is spent in Development Education. DP supports this call and has advocated for this within Dóchas as well.

### ***Goal 3. Organisational scale, capacity and income is increased and deepened.***

Outcome one has been contributed to in a number of ways. This can be clearly seen in “Stories of Action”, which is a compilation of former SDG advocates efforts to create projects in their communities. “Stories of Action” is now available on the DP website. Research was also conducted on the impact of the “Insight” project in 2019. A summary of that research will be available on the DP website soon.

DP has grown very positively in 2019 in terms of revenue and capacity so outcome two has been positively contributed to outcome three, Governance performance has been supported by a strong and experienced board in 2019. This has allowed the organisation improve its practice by implementing new complaints mechanisms and updating the staff handbook. The HR function is now supported by Adare Human Resource Management. Standing items were also added to the Board meetings to improve this area.

In terms of Outcome four, DP continues to retain a strong and experienced core team while 2019 saw the HR capacity expand (Doubled) to involve new skilled staff.

Outcome five was contributed to by supporting staff to participate in “Design thinking” training as well as providing Child Protection training for all new staff.

***Goal 4. To work collaboratively with a diverse set of actors that share our vision in order to maximise reach, impact and influence.***

As mentioned earlier, when addressing partnership and collaboration, it is clear that DP has achieved outcome 1 for 2019 and looks likely to for 2020 as well. In relation to outcome two, it is clear that the organisations view is outward and global. Indeed the balance to be achieved here is to ensure that DP is rooted and also reflects internally while striving to reach. Lastly, the public engagement results and the active alumni indicate outcome 3 has been addressed in 2019.

***Goal 5. DP will maximise the impact of its work in Ireland and internationally through ongoing reflection, evaluation, learning and innovation.***

In 2019, DP created and implemented AWEN, which was a transformative Development Education training that was built on the organisational experience of co-designing and co-facilitating “Transformative Learning Journey” for Bridge 47. This professional curiosity was augmented by aforementioned outcome and impact encapsulations.

DP can call upon an active and growing national alumni, which is now beginning to resemble an ecology or community of practice. This development is crucial if DP is to achieve outcome 2. DP has organised guest speakers and design thinking inputs for the alumni that were well received. Ongoing and critical engagement with this group is important.

Our desire for continuous professional development can be seen in the investment made in opportunities for staff - Two staff did Design Thinking, one did ACCA exams, one staff member participated in Theatre of the Oppressed training while another has received professional coaching and mentoring support.

## Summary

It is clear that 2019 was a great year for Development Perspectives. The strategic goals of DP have all been positively contributed to and the organisation has taken big steps in relation to capacity and resources. This trend is set to continue for 2020, notwithstanding the challenges that COVID 19 presents.

DP would like to express its gratitude to the board of management who have given their expertise, knowledge and skills throughout the year. Under the leadership of Michael Doorly, the board has ensured a careful and steady passage that is in keeping with the values and beliefs of the organisation.

None of the work the organisation has been involved in throughout 2019, would have been possible without a committed and dedicated staff team. The scale of the outcomes and impact delivered while considering the resources for implementation is remarkable. Finally though, DP would like to take this opportunity to thank the active global citizens that have participated in projects and programmes. DP cannot implement its theory of change without people who are willing to challenge their own perspective and those around them. Never underestimate that this is a brave and courageous thing to do.



## Appendix



# Development Perspectives

**Our Vision:** To live in an equitable, just and sustainable world.

**Our Purpose:** To challenge perspectives, narratives and stories about development in order to generate informed action.

**Our Mission:** To tackle poverty, inequality and climate change through transformative education and active global citizenship.

### Our Beliefs

- We believe in challenging global injustices through a diversity of perspectives and actions
- We believe in collective responsibility and partnership
- We believe in the interdependence between people and between people and the environment

### Our Values

- Honesty – expose root causes
- Justice – equality for all
- Courage – bravery in action

*See the world differently*

### Our Call to Action

*We live in an ever changing, interdependent and unequal world. Issues of poverty, widening inequality and climate change are increasingly having negative impacts on vulnerable populations. We believe that informed and engaged citizens are best placed to address these complex social, economic and environmental issues. Development Perspectives provide transformative education opportunities, encouraging individuals and communities to explore, understand, challenge, and act. Join us to make the world a better place.*

### Our Strategic Goals 2019- 2023:



## Our Strategic Goals 2019-2023:

### Goal 1: Informed, active and inclusive citizenry

*To have an informed, active and inclusive citizenry that is tackling the root causes of poverty, inequality and climate change.*

#### Outcomes / Results

1. A national (Ireland) network of adult and community education (ACE) practitioners and community leaders who are aware of and knowledgeable about the Sustainable Development Goals (SDGs) and who are taking action to contribute to their successful implementation in Ireland.
2. High quality Development Education opportunities are available within the adult & community education sector.
3. The membership of PPN's are aware of and knowledgeable about the Sustainable Development Goals and are taking action to contribute to their successful implementation in Ireland.
4. 50% of the Irish population are aware of the SDG's (As measured by Eurobarometer)
5. Migrant and host communities are engaged to deepen integration and inclusion in Ireland.
6. Active and increased public engagement with global justice issues and of Ireland's role in International development.
7. Civil society partners in Tanzania, Vietnam and Liberia are delivering high quality Development Education projects in non formal learning arenas.
8. European community leaders, adult and community education practitioners and Development Education practitioners are aware of and understand the root causes of poverty, inequality and climate change .

### Goal 2: Centrality of Development Education

*To recognise the importance and relevance of Development Education in contributing to a more just, equitable and sustainable world.*

#### Outcomes / Results

1. Development Education is integrated into the fabric of adult and community education over the lifetime of this strategy.
2. A national (Ireland) network of adult and community education practitioners / community leaders are delivering high quality Development Education projects, trainings, events or workshops.
3. PPNs are aware of and integrate the Sustainable Development Goals and Development Education into their practice and policy formation.
4. The role of transformative education and especially 4.7 of the SDGs is recognised by Development Education practitioners as key in bringing about a more just, equitable and sustainable world .
5. DP is a key advocacy voice in the Development Education and civil society sector in Ireland, Europe and globally.
6. The impact and practice of Development Perspectives is shared and disseminated with practitioners.
7. 3% of Irish ODA is spent on Development Education.

### Goal 3: Organisational Capacity

*Organisational scale, capacity and income (Governance / Financial / Human Resource) is increased and deepened.*

#### Outcomes / Results

1. DP is an efficient and highly effective organisation, which delivers sustainable impact.
2. Financial resources (Overall income, Unrestricted income and reserves) increase and diversify year on year over the lifetime of our strategy for 2019 - 2023.
3. Governance performance is identified as very good - excellent over the lifetime of our strategy.
4. DP continues to attract and retain skilled, motivated and empowered staff.
5. Ongoing professional development opportunities are available to the DP team.

### Goal 4: Effective partnerships and network

*To work collaboratively with a diverse set of partners (Locally / Nationally / Internationally) that share our vision in order to maximise reach, impact and influence.*

#### Outcomes / Results

1. DP is working in collaboration with platforms / networks and identified NGO's .
2. DP's view remains outward and global.
3. An active and growing membership and alumni.

### Goal 5: A learning organisation

*DP will maximise the impact of its work in Ireland and internationally through ongoing reflection, evaluation, learning and innovation.*

#### Outcomes / Results

1. An environment of innovation and research is cultivated within Development Perspectives.
2. An active network of Development Education practitioners critically engage with efforts to improve our practice.
3. DP engages in evidence based decision making and continuous learning and improvement.