

## Interim Strategy April 2024- March 25

### Introduction to WCIA

The WCIA inspires people to learn about and act on global issues. Our vision is a Wales where every person contributes to creating a fairer and peaceful world.

Underpinning all our work is Global Learning – a commitment to support everyone in Wales to become an active global citizen.

- We inspire people to care about global issues, exploring the links to our everyday lives and the connections we have to others around the world.
- We develop the knowledge, skills and values people need to be global citizens, peacebuilders and changemakers
- We help people to develop the confidence they need to share their perspectives and take informed action, and developing attitudes and behaviours so we all act as globally responsible citizens.

A unique part of our work is drawing on the history of peace and internationalism in Wales as a catalyst and inspiration for the next generation of peacebuilders, changemakers and internationalists.

From this base, we support people, communities and organisations to work together here in Wales or with people around the world to make the changes they want to see. This is sometimes through WCIA's core work, or through our hosted partnership programmes like Climate Cymru and Academi Heddwch Cymru.

### Introduction to the interim strategy

WCIA's successful five year strategy ran from April 2019-March 2024 (Annex 1). Trustees agreed that the next WCIA strategy would be a long term strategy for future generations and that this would be co-created with stakeholder input. They also agreed it would be accompanied by a rebranding process that would launch alongside the new strategy. Trustees and staff felt strongly that it was important to give enough time for the coproduction and re-branding process to take place, and to build in time to reflect on lessons learned from the 2019-2024 strategy.

On this basis, this interim strategy, lasting for one financial year is in place to continue to achieve WCIA's vital work against our mission and vision, while successfully finalise and launch a new long-term strategy and brand.

### Preparing for the future – outputs

The following will be achieved during the year to support our future outcomes and impact:

- A long-term WCIA strategy fit for future generations is launched alongside a rebrand that tells our story and incorporates our hosted partnerships and programmes in a way that anyone in Wales can understand and get involved in
- The new WCIA strategy embeds equality and inclusion with associated clear and measurable outcomes
- The financial sustainability of WCIA is secured through establishing a pathway to a balanced budget

### Building on our successes – outcomes

Building on the successes in our 5-year strategy, our outcomes for 24-25 are:

**Outcome 1: 10,000 people develop as active global citizens contributing towards a globally responsible Wales**

We want every person, especially every young person in Wales to have a global citizenship experience – this could be in any number of ways - international exchange, taking part in a MockCOP, being in a Peace School, being taught global citizenship competencies in school, being a peace or climate change ambassador, transcribing or researching hidden peace histories.

**Outcome 2: 50 groups in Wales (schools, clubs, institutions, organisations, communities, partnerships, movements) work collectively towards clearly defined goals towards a fairer and more peaceful world**

We can achieve more together – The Peace Schools Programme, Youth Climate Ambassadors, youth Peace Ambassadors, Climate Cymru, ChangeMakers and many more programmes allow people to come together to take action on the issues they care the most about. Through supporting, hosting and running these programmes, we supportive collective action towards a globally responsible Wales.

**Outcome 1: 5 international partnerships contribute towards Sustainable Development Goals**

The big issues are global. For global justice, this can only be addressed in solidarity and collaboration with people and communities around the world. Through international exchange, hosting Academi Heddwch Wales (Wales' Peace Institute), and engaging with global movements and networks, we will work in and support global and international partnerships that contribute towards sustainability.

**Linked outcomes to projects and programmes**

All WCIA programmes and hosted partnerships report quarterly on how they contribute towards these three outcomes including:

- Numbers achieved
- Supporting evidence including case studies, quotes and distance travelled
- Lessons learned

The supporting evidence is essential because there can be significant differences within the numbers. For example, someone attending an event and learning something new about a global issue would be counted under outcome 1 and is important. However, it's overall impact is different from a young people taking part in an international exchange and development a huge range of knowledge, skills, values and behaviours that contribute to them being an active global citizen. It is also this qualitative information that allows us to continue to test our theory of change, that active global citizenship contributes towards action that, in turn, contributes towards a fairer and more peaceful world.



# ANNEX 1: WCIA Strategy April 2019 – March 2024



## Introduction

The Welsh Centre for International Affairs (WCIA) is a charity founded in 1973. Our vision is for a Wales where everyone contributes to creating a fairer and more peaceful world. We do this by inspiring learning and action on global issues.

The WCIA has a unique place in Wales and Welsh history. Our origins go back to the founding of the Temple of Peace and Health in Cardiff in 1938. It was built to commemorate the tragedy of war, and to promote peace and health through international cooperation. Since its foundation, the Temple has been a home for internationalists trying to create a better world. This gave rise to the creation of the WCIA which, over time, merged with two other organisations, the United Nations Association Wales (UNA Wales) and the Council for Education and World Citizenship (CEWC) to create the organisation we know today.

Amidst global political uncertainty, the rise of populism, record numbers of refugees around the world, and a climate crisis, it is more important than ever to motivate the next generation of internationalists so they make sure Wales continues to have a positive impact on the global challenges we all face.

## WCIA Background

This strategy builds on a successful five years where the WCIA has grown to inspire more people than ever across Wales to act on global issues in new and creative ways. Examples of our achievements include:

- **Wales for Peace**, a four-year Heritage Lottery Funded project, has told the many stories of how people in Wales have contributed to peace in the 100 years since the First World War. Using local stories and heritage to engage people, the project has reached over 100,000 people and involved 500 volunteers across Wales. Wales for Peace has involved multiple projects, from running the public engagement alongside the Weeping Windows Poppies in Caernarfon, to setting up a peace school scheme, to touring Wales' Peace heritage materials across the nation.
- **Hub Cymru Africa** is in its second cycle – a Welsh Government funded programme of which WCIA are the host and a strategic partner. This programme has strengthened the capacity of over 100 Wales Africa initiatives, leveraging funding and expertise to the sector, and raised public awareness and support for this work.
- A variety of **global learning** projects have equipped thousands of young people with the skills, knowledge, values and confidence to get involved in the issues that matter to them. For example, ChangeMakers in schools across Wales have delivered peer learning on refugees and asylum to over 5000 of their peers, and run projects in their schools and communities. We've developed a **Peace Schools** scheme with the first six schools achieving accreditation. We've trained hundreds of teachers to deliver more effective global citizenship education. We've successfully influenced the new Welsh school curriculum so that **ethical informed citizens of Wales**



*“We are ready and excited for the next five years – this strategy sets some ambitious targets, so we push ourselves to inspire as many people in Wales as possible to play their part in creating a globally responsible nation unique in its approach”*

*Susie Ventris-Field, Chief Executive,  
WCIA*

**and the world as a concept** is embedded throughout the areas of learning and the progression steps across the new curriculum.

Through this time, we've recruited a highly skilled staff team and developed our governance structures. We've increased the diversity of our Board and monitored performance against good governance indicators. The Board have approved new Safeguarding Policies and Practices, improved financial controls and put in place an Equality and Human Rights Policy.

## Context

Our strategy is set in a context of a continually changing environment, including a UK and Welsh policy context that is relevant to what the WCIA are trying to achieve.

There are several areas of UK policy that are particularly important to the WCIA's work:

- The UK is one of only six countries across the world that spends 0.7% of its gross national income on international aid, a commitment enshrined in law. But there are prominent voices shaping the current 'global Britain' discussion that push for Britain to pursue its own trade and investment interests, regardless of this pledge and other international obligations and responsibilities.
- On the domestic front, Britain was one of the authors of the 1951 Refugee Convention. However, the Windrush scandal, long processing times for asylum applications and the use of detention centres has created a 'hostile environment' for those seeking sanctuary on our shores, who are fleeing conflict and persecution.
- Austerity has forced public organisations to focus on immediate needs, reducing the resources available for longer term goals.
- There is a concern that commitments to human rights, climate change and other key global responsibilities may be watered down.



Although Wales is subject to the same broad policy environment, there are key differences that form an important part of the context for the next 5 years:

- The Wellbeing of Future Generations Wales (2015) Act places a duty on public bodies to work towards the 7 Wellbeing Goals, one of which is '**A globally responsible Wales**'.
- A new curriculum for Wales is being piloted, and has, as one of 4 pillars, '**ethical informed citizens of Wales and the world**'. It is due to be rolled out from 2022.
- A new Minister for International Relations and Welsh language was appointed in 2018. There will be an opportunity to shape the Minister's new strategy and influence the scope of the role, as well as partner with the Government on policy implementation.
- The Welsh Government has made a commitment for Wales to become a Nation of Sanctuary.
- The Environment Act commits the public sector to working towards the 'Sustainable Management of Natural Resources' which can serve as a link to measures to combat climate change
- The Welsh Government is exploring developing its own Human Rights Act.

- Wales has recently celebrated 10 years as a Fair Trade Nation and 10 years of the Wales for Africa programme

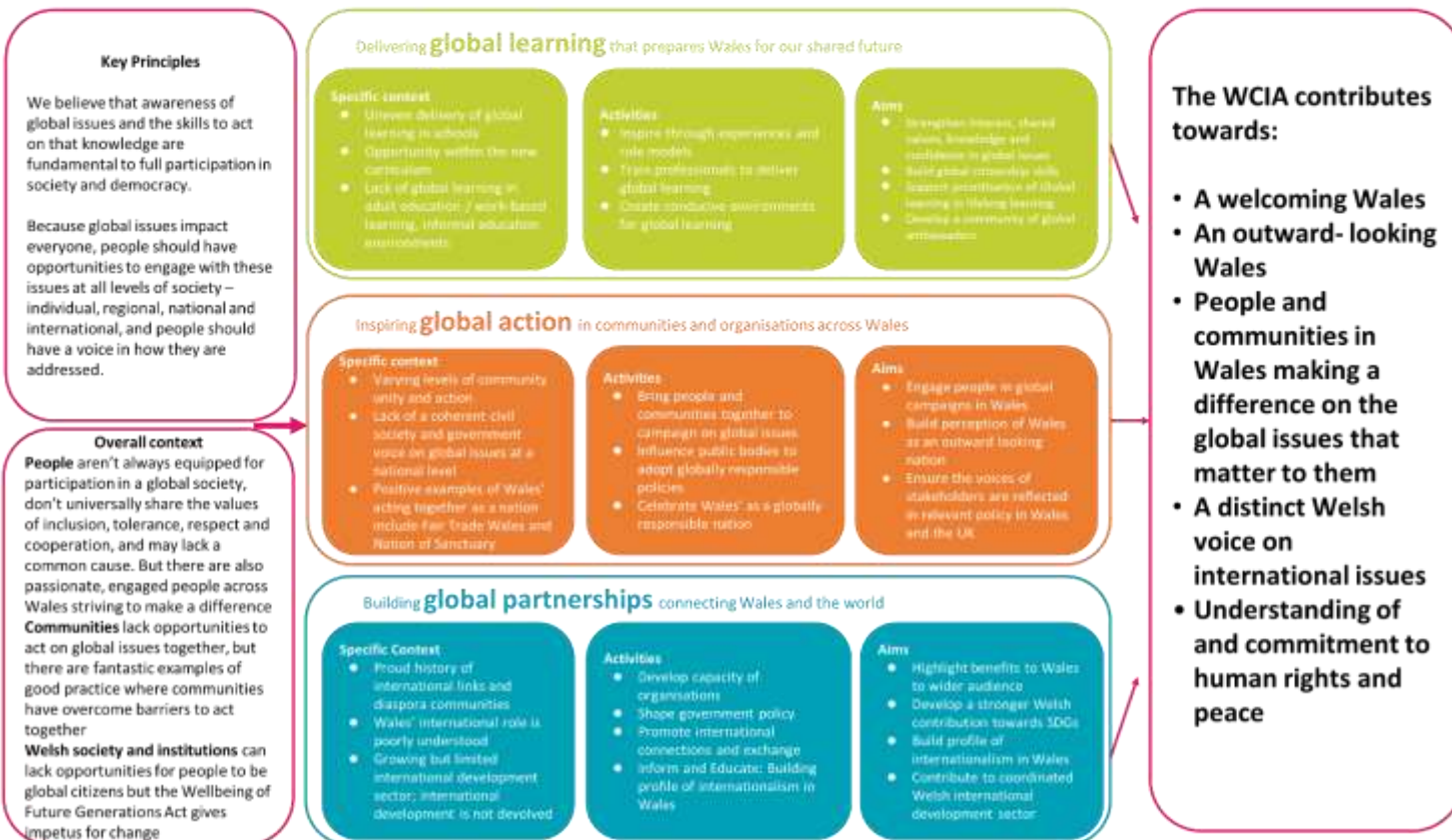
This policy environment has been influenced by civil society organisations in Wales that have come together to campaign for change.

## Theory of Change

In the run up to developing this strategy, the WCIA spoke to and surveyed stakeholders across Wales about our priorities of the future. This has led to a broad Theory of Change, on which this strategy is based. The diagram below is a summary of our Theory of Change:

### The Welsh Centre for International Affairs, for a world-wide Wales

We inspire people to learn and act on global issues so everyone in Wales contributes to creating a fairer and more peaceful world



Our strategic objectives for the next 5 years are summarised below within three programmes of work: **global learning**, **global action** and **global partnership**. For more detail on outcomes, indicators and activities, please see Annex 1.

Our mission states that we inspire learning and action on global issues, but this covers a huge range of subjects. To focus our energies, we think about global issues with reference to some key global principles and frameworks including:

- The founding principles of the United Nations – peace, human rights, justice, respect for international law and promotion of social justice. These relate closely to the founding principles of the Temple of Peace and Health, our home in Cardiff, in fostering international cooperation.
- The Sustainable Development Goals or Global Goals, in particular:



*The work we do to support international development across the SDGs, but especially on health, livelihoods, gender equality and quality education all ultimately promote peace and justice.*

Other goals particularly relevant to our work are:



*Our Global Learning programme contributes directly to Goal 4, indicator 4.7 “ 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”*

*Partnership for the goals describes how we work – with diverse cross-sectoral partners believing that together we are more likely to achieve our goals.*

The Wellbeing of Future Generations Act, with a particular focus on a globally responsible Wales.





In thinking about the kinds of action people can take (alone or together) towards peace and justice, we offer categories in our Peace Tree, which grew out of the Wales for Peace project: Remembering war, opposing conflict, offering sanctuary, championing equality, building solidarity, inspiring future generations, working together.

Given the climate crisis, and its current and potential detrimental impacts on the potential for peace, sustainability remains a key consideration for the WCIA - something we take seriously in all our work and promote to others. But we also recognise a vibrant and active third sector in Wales with expertise in alleviating climate change and negative environmental impacts which is why it is not, of itself, a key goal for our focus.

Finally, when we refer to global learning, also known as global citizenship education in schools, we use [Oxfam's curriculum for global citizenship as a framework](#). To measure skills progression out of the school environment, we still measure against the framework, but also use the [Global STEPS](#) framework (developed by WCIA and 3 European partners) to measure progress, as this tool makes a clear link between global citizenship and employability, useful to those using the tool.

## Global Learning

The foundation for everything we do at the WCIA is global learning – first getting people to care about global issues, understanding why such issues are relevant to us all, then making sure they have the knowledge, skills, values and confidence to take informed action on those issues, and developing attitudes and behaviours so we all act as globally responsible citizens.

Part of our unique approach is drawing on inspirational Welsh examples and role models to inspire global learning as well as delivering transformational programmes with young people to create wholesale change.



**Over the next 5 years, we want to inspire 100,000 people of all ages to develop knowledge, skills and values of global citizens, and 10,000 people to change their personal behaviours or attitudes as a result.**

### How will we do this?

As chair of the Wales Alliance for Global Learning, and a respected global citizenship organisation in Wales, we have a key role in:

- Ensuring the new curriculum uses the **‘ethically informed citizens of Wales and the world’** to truly embed meaningful global learning. This means:
  - helping schools in their interpretations of the new curriculum,
  - developing the skills of teachers and school leaders to deliver global learning
  - showcasing ways to deliver the new curriculum effectively
  - holding policy makers and delivery bodies to account.

We will ensure policy makers recognise good global citizenship education and acknowledge our leadership and expertise in this area. We will also act as a ‘go to’ organisation for those in and out of Wales on delivering global citizenship in the Welsh context.

- Creating opportunities for people to:
  - get experiences that interest them in global issues
  - have the time and space to think critically about complex global issues, explore evidence, their own views and the views those of others through debate and dialogue
- Making sure people can make rational changes to their behaviour and attitudes in line with their views, and that they feel empowered to act individually and collectively.

### **Key audiences**

While we want to reach everyone in Wales, our focus beneficiaries for the next 5 years are:

- Young people in compulsory education, to take the opportunities offered by the new curriculum
- Our current network of individual internationalists of all ages, including professionals, volunteers, academics and other interested individuals.
- Public sector workers, as global citizenship skills will be essential to support the public sector to contribute towards a globally responsible Wales
- Higher education institutions, given their imperative to focus on research that contributes to societal goals, and our ambition to use the latest evidence and research to underpin our work

## Global Action

It's a huge success when people in Wales act more globally responsible at the individual level. But we know that the greatest impacts are achieved when people come together in and across communities and organisations to act together. To name a few examples:



- Collective civil society efforts drove the content of the Wellbeing of Future Generations Act, ensuring a globally responsible Wales was one of 7 goals
- Wales became the world's first Fair Trade Nation 10 years ago
- Grassroots groups have joined forces with national NGOs so Wales can become the world's first Nation of Sanctuary, and now the Welsh Government have drafted the Nation of Sanctuary Delivery Plan

We want to facilitate opportunities for collective action, supporting organisations and groups to become the most effective changemakers they can be, bringing together individuals, organisations and communities where they have shared aims, and ensuring internationalists across Wales have a voice in policy and practice. We share relevant campaigns with our networks to give people ideas about how they can take action.

We also want Wales to be recognised in the UK, Europe and the world for its globally responsible policies and practices and want to play a role in showcasing these to the world.

**Over the next 5 years, we want to support 50 communities and organisations to work together towards a fairer and more peaceful world.**

### How will we do this?

We want to be better connected with the internationalists across Wales to bring their voices together for joint action and policy influence. To this end, we will establish a stronger and more diverse network (see annex 3 for a map of the international sector, how we are currently connected and areas for improvement).

We'll also support Future Generations Commissioner's office and the public sector to first understand, and then implement measures towards a globally responsible Wales by advising on the globally responsible Wales indicator and milestones, and building logical toolkits and frameworks to support implementation. Through our role in the Peace Institute, we'll build links between researchers and practitioners, so policy and practice are underpinned by evidence, and fill research gaps. Finally, working with local partners such as schools and community groups, we'll pilot innovative local projects on global issues that bring people together on common causes.

### Key audiences

- Wales' international sector (annex 2) that work in Wales on global issues

- Schools – following the intensive global learning work we already do with schools, this leads naturally into developing collective efforts where schools and their communities take collective global action
- Universities and research institutes to feed relevant research into practice, and to fill research gaps
- Future Generations Commissioner, Welsh policy makers, relevant UK policy makers
- Public sector in Wales
- Communities in harder to reach areas – we believe in the transformational benefits of being empowered to act not just on local but global issues, so will pilot projects in carefully selected geographical areas based on local needs assessment

## Global Partnership

Many across Wales ‘think global, act local’ making a huge contribution to creating a fairer and more peaceful world. But we also want Wales to make its positive presence felt across the world, with people, communities and organisations linking, volunteering and working with partners outside Wales, focused where such interventions are needed the most. Some of these international solidarity links have long-standing historical roots, such as with Somaliland, Uganda and Lesotho, and there is strength and inspiration to be found in these examples.

We also want to learn with and from other nations, organisations and communities across the world, sharing what Wales is doing, but also bringing back examples to try out here. At the moment, we do this through European partnerships where we pilot new approaches together, sharing the results between countries.

**In 5 years, we want to contribute towards a clear and well-resourced international strategy for Wales, with evidence-based international development as a clearly defined part of that. We want all international development or solidarity practitioners, be they paid or volunteers, to be highly skilled both as global citizens and as international development practitioners. We want strong partnerships in Europe and beyond for international cooperation and learning.**

### How will we do this?

We will engage with the International Relations and Welsh Language Minister and other policy makers to promote the role of ‘value driven’ international engagement from Wales.

Through the Hub Cymru Africa partnership, we will deliver capacity support to the Wales-Africa international development and solidarity sector in Wales, sharing their stories and increasing public support for this kind of work. We will also play a policy role, influencing Wales international strategy and work programmes so grassroots efforts remain supported and celebrated; this includes influencing at the UK level to make sure that Welsh organisations have an opportunity to access DFID funding where appropriate, and that Welsh organisations lead when programming is nation specific, for example, global citizenship education, public communications. Where possible, we will disseminate these opportunities to those working outside of Africa in other countries that would benefit the most.

We will also seek research into the impacts of Wales Africa work to date, both to evidence the benefits and to identify areas for learning and improvement.

Finally, we will cultivate existing global partnerships as well as building new ones that can help us and those we work with to improve our policy and practice and have a greater impact together.

### Key audiences

- International sector in Wales (annex 2) whose interventions are outside Wales
- International development professionals and aspiring professionals
- Wales Overseas Agencies Group members
- Department for International Development and relevant UK ministers
- Welsh policy makers and servants
- Internationally focused European NGOs particularly working in solidarity, development and justice
- Research institutions (e.g. WISERD) and the Peace Institute
- Welsh diaspora outside of Wales to explore new partnerships/relationships

### Strategy implementation

This is an ambitious strategy which includes both current areas of work and some new priorities. With this in mind, we won't necessarily act on all objectives simultaneously, but prioritise based on the context and funding we are able to secure. Annual plans will be developed each financial year to set priorities for each period. Given the launch of a new curriculum for Wales, we anticipate a strong global learning element in the first year or two, with global action becoming more prominent in years 2-3.

### Supporting the strategy: Fundraising and communications

The strategy will dictate what we fundraise to and communicate about so all our work is in line with the strategic objectives. The delivery of the strategy will be dependent on strong communications and sufficient fundraising to support this work. Annual plans will explain the detail as the landscape changes rapidly, but some broad aims and explanations are included here.

### Fundraising

Our current fundraising mix includes:

- **Temple of Peace Venue hire and office rental:** We have a 1000-year lease in the Temple of Peace on one wing, where we rent out office space to internationalist organisations with similar values. We also have the reception and marble hall which we rent out for conferences, weddings and other kinds of events. Current income from hire and rents combined is approximately £60,000 per year. This is a funding source we expect to grow regardless of Brexit scenarios. Due to venue capacity, there is likely an upper profit limit of circa £80,000 on this income source.
- **Grants:** We access a range of grant funding to deliver our innovative projects. These make a proportional contribution to our overheads. This is the highest area of risk as several of these grants are from European funding sources which may not be available post-Brexit, and many UK pots are already facing a squeeze in a long-term austerity environment.
- **Tenders:** Where tenders fit into our strategic aims, this forms a relatively small part of our income, but this may grow, particularly relating to global learning where much of the funding is disbursed via tender rather than grant

- **Trusts and Foundations:** We have a fundraiser dedicated to fundraising to projects and core support from trusts and foundations.
- **Other sources:** We have a small number of individual donors and have also been fortunate to receive significant legacies in recent years.

## Communications

Much of our communications are online and we would like to improve our reach during this strategic period so that:

- 1 million people in Wales have heard of the WCIA, as measured through our overall media reach
- We increase to 5000 the number of people who regularly engage with us on social media or in person

To facilitate this, and other areas of our work, we plan to appoint champions in various areas.

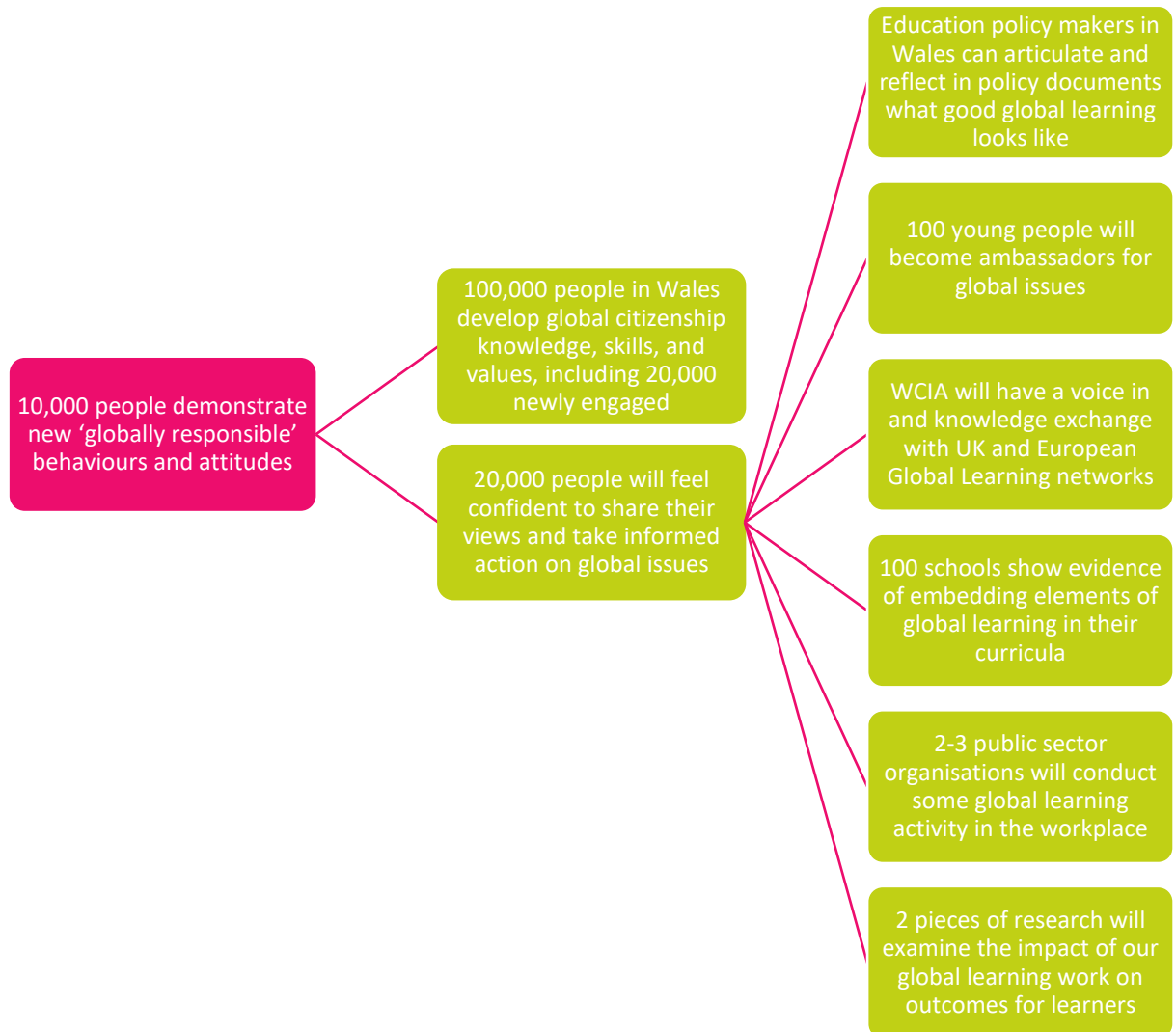
## A note on Brexit

There are a number of Brexit scenarios which will impact on the policy environment, public opinion and on the funding available to implement our plans. Regardless of the scenario implemented, our 5-year goals remain the same, but adjustments may need to be made to the planned scale and scope depending on the Brexit scenario reached. We consider ourselves to have a key role to play in Wales to focus efforts on a globally responsible and outward-looking Wales at a time when the temptation may be to look inwards, and only engage internationally for selfish reasons.

## Annex 1: Outcome summary for strategy

Activity plans will be produced for each financial year of the strategy with an accompanying budget. Annual plans will detail activities, baseline information, outputs, indicators and their linked outcomes.

### Global Learning

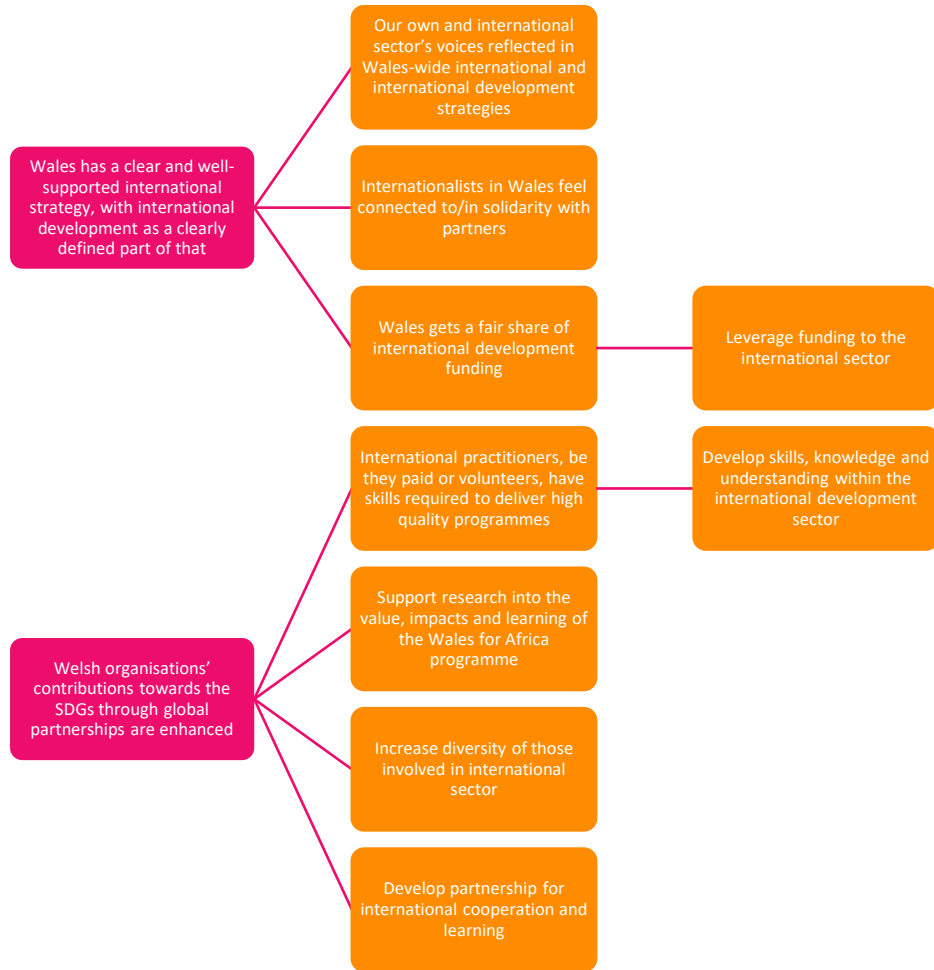


## Global Action





## Global Partnership



## Annex 2: What do we mean by the international sector in Wales?

This represents our current international sector networks highlighting the gaps we would like to map and over the next 5 years, establishing clear lines of two-way communication so we can bring voices together to influence relevant Welsh and UK policy. This is a living document that provides a snapshot of where we are now. We expect this to grow and change as we build out networks and better understand how they can fit together.

