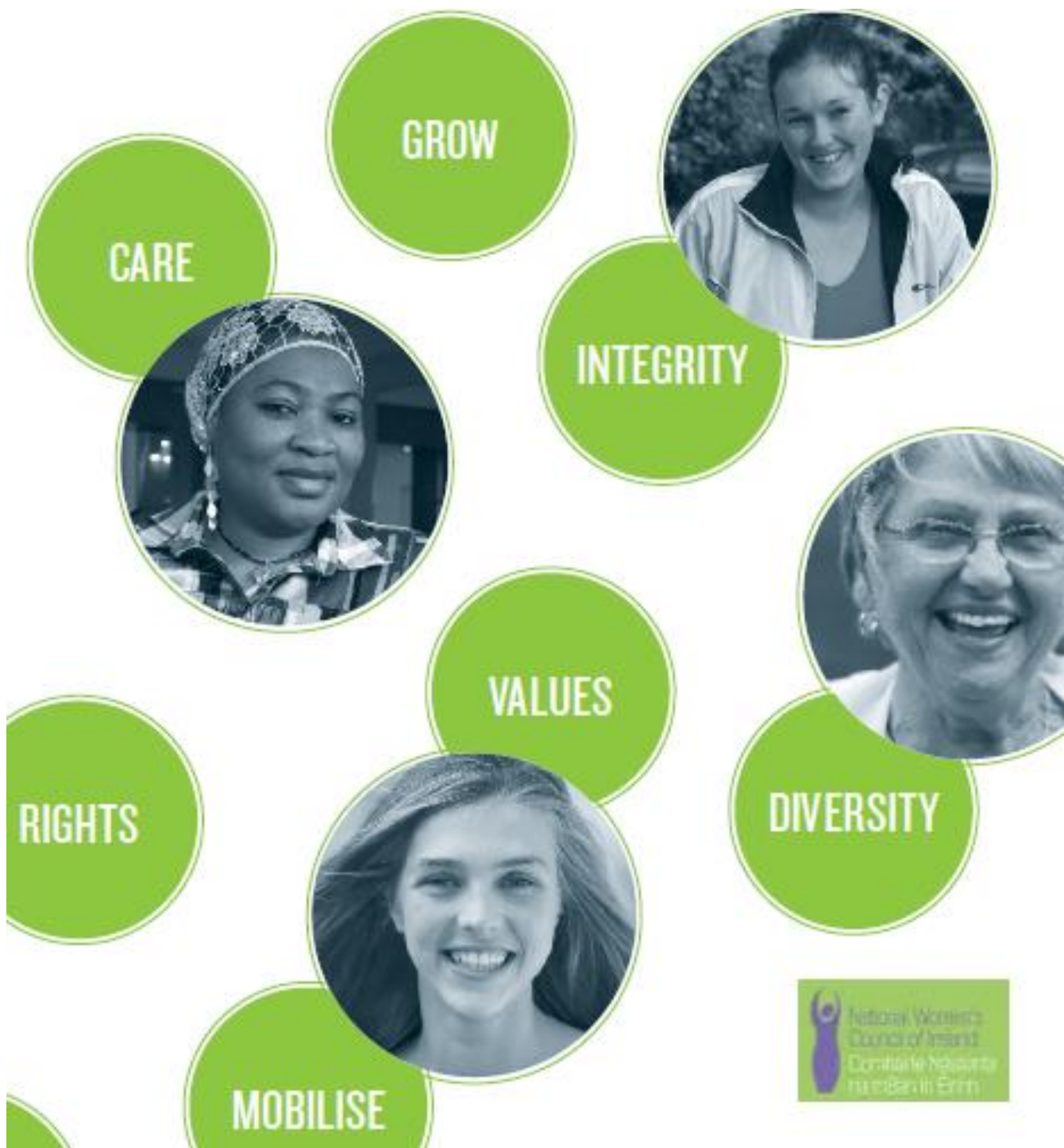


LEADING THE CHANGE FOR WOMEN'S EQUALITY



NWCI Strategic Plan (2013 – 2015)

Table of Contents

I.	Introduction.....	2
II.	Things We Are Proud Of and Achievements	4
III.	Development of the 2013-2015 Strategic Plan	5
IV.	The World Around Us (External Factors).....	6
VI.	Our Plan: How We Are Part of the Solution	10
VII.	Our Policy Priorities & Their Expected Outcomes	11
VIII.	Implementation and Monitoring.....	18

I. Introduction

Founded in 1973, the National Women's Council of Ireland is the leading national women's membership organisation in Ireland. We seek full equality between men and women. We represent and derive our mandate from our membership, which includes 165 member groups from a diversity of backgrounds, sectors and locations.

MISSION

Our mission is to lead and to be a catalyst for change in the achievement of equality between women and men.

MANDATE

Our mandate is to articulate the views and experiences of our members and to ensure that their voices are heard wherever decisions that affect the lives of women in all their diversity are made.

VISION

Our vision is of an Ireland and of a world where there is full equality between women and men.

VALUES AND BELIEFS

Our values and beliefs shape what we do and how we work. Key among these are:

- **Feminism.** We are a feminist organisation. We believe that feminism is about equality and we believe in working to change society so that women and men have an equal say in the decisions that affect their lives. We believe that policies and practices of Government and the systems and structures in society must have feminist principles at their core to achieve equality, and to end poverty, social exclusion, violence and racism by promoting human rights for all women and men. We recognise the multiple forms of discrimination that many women experience and we see feminism as a means of giving voice to all women. Feminism is about ending patriarchy, which disproportionately favours men, according them more power in all social structures including politics, economic life and families. We believe patriarchy is structural and is damaging to both women and men. As a consequence we value a wide diversity of approaches to tackling gender inequality. We also see feminism as an important means of supporting the realisation of the creative potential and talents of women, facilitating and enabling women's full contribution to the wider social, economic, political and cultural development of society.
- **Solidarity between women in all their diversity, through empowerment, collaboration and participation of all women in Ireland and internationally.** We are aware that women are not a homogenous group and we recognise and value the diversity that exists among all women including: younger women; older women; women with disabilities; women living in rural, urban and suburban locations; women from minority ethnic groups; Traveller women lesbian, bisexual and transgendered women and disadvantaged women. We recognise that all women have multiple aspects to their identity. We believe that by supporting empowerment, participation and collaboration, the spirit and the practice of solidarity between women in all their diversity can be strengthened and deepened.

- **The recognition of care in our society and the redistribution of care work between women and men.** We see the recognition and valuing of affective care as fundamental to the achievement of full equality for women. Affective care refers to human dependence and interdependence and the right to give and receive love and care. We believe that care work is essential to the common good. It performs vital social and economic functions. Traditionally the role of care giver was almost exclusively ascribed to women. There is a clear need for an enhanced contribution of men to care and care work. Further, it must be recognised that care work is conducted not just in the home but in a range of spheres and all care providers and care recipients have rights in relation to working conditions and quality of care respectively.
- **The fundamental importance of human rights, global interdependence and sustainability in all its forms.** We believe in the fundamental dignity and human rights of all human beings. We recognise that these rights are universal, inalienable and indivisible. We also recognise the importance of human rights as a mechanism for holding those that perpetrate violations against human rights to account. We believe in sustainability, which requires the reconciliation of environmental concerns, social equity and economic demands. We understand that we are all part of a larger and more globally interdependent world than could ever have been imagined by previous generations. This has consequences in relation to the impact of our actions on other parts of the world and vice versa. We believe that sustainability is a valuable concept to ensure we can meet the needs of the present without compromising the needs of future generations. We believe in the rights of future generations to live in a better, safer, cleaner world, and our objective is to minimise our impact (on our shared environment).
- **The provision of protection and respect for the bodily integrity of women and girls.** We believe that the right to makes one's own choices about one's body for oneself is at the very core of personal freedom. Bodily integrity is a human right. Its violation is unethical, intrusive and possibly criminal. We recognise that women throughout the world are affected by appalling levels of gender based violence. We believe in the right of women to have an abortion. We believe it is critical that the rights of women and girls to bodily integrity be recognised and fully protected within legal systems world-wide.
- **The leadership role of women in relation to the achievement of a more equal society.** We know that addressing inequality and creating a more equal society requires us to address inequalities at a structural level. It also requires a shift in the balance from self-interested 'consumerism' to a more collaborative society. We believe that women in leadership positions at local, regional, national and international levels, and the women's sector, offer key sources of leadership and skills in relation to this change process. We call for supports and societal conditions to enable more women, regardless of social position or background, to take up leadership positions in all aspects of social, political, economic and cultural life.
- **The right of women to economic independence.** We believe in the right of every woman to economic independence, whether they are employed or welfare dependant. We are committed to challenging existing structures and processes which keep women poor and economically dependent. We are committed to working towards a system which supports economic equality and independence for women.
- **Building a society based on equality, respect and inclusivity.** We believe in the right of women to live in a society based on the principle of equality for all, irrespective of needs and diversity, and are committed to working to achieve this type of society.
- **Collective action, collaboration and participation.** We believe that collective action, collaboration and participation are essential to ensuring a fully inclusive and equal society and we are committed to working in ways that uphold these principles.

II. Things We Are Proud Of and Achievements

Things we are proud of

Through the work of our members and staff we have a lot to be proud of. Things we are particularly proud of include:

- Since our foundation in 1973 we have been, and continue to be, a well-respected independent non-governmental organisation;
- Many of the women involved with the NWCI, including our founders as well as our current and former Board members and staff, have made an enormous impact and their work has positively shaped the lives of contemporary women in Ireland;
- Transforming the organisation to include and represent the diversity of women in Ireland;
- Working to ensure that women's voices and issues are an integral part of the national decision-making machinery and other strategic policy processes and outputs.

Achievements over the last five years (2008-2012)

We have contributed to significant achievements in a number of areas over this period;

For women we have:

- Successfully lobbied to:
 - Gain recognition of care as part of pension entitlements;
 - Increase women's individual access to pension payments;
 - Increase Maternity Leave and Benefit to 26 weeks.
- Ensured that legislation for the X Case remains a live political issue (our campaign generated over 73,000 emails to TDs from over 16,000 women and men nationally);
- Provided strong support to the Justice for Magdalenes Campaign in their search for an appropriate apology and the establishment of a redress scheme.

Working collaboratively we have:

- Collaborated with the Department of Justice and Equality to advance gender equality;
- Played a key role in the successful campaign for gender quotas for political parties in general elections;
- Collaborated with the HSE to produce a framework of gender mainstreaming in the health system;
- Collaborated with the National Collective Community-Based Women's Networks to ring fence the funding for community based women's projects;
- Contributed to the Constitutional Convention debate around the role of women within the Constitution and at a wider societal level;
- Secured wider access and availability to childcare in Ireland.

For our membership we have:

- Broadened the diversity and range of organisations who are our members;
- Provided regular opportunities for information sharing on events, activities, projects in the sector;
- Supported the establishment of new women's organisations and helped them to become legally constituted, develop strategies and seek funding;
- Promoted the activities and campaigns of our members through policy documents and media work and provided crucial staff resources and expertise in the development of campaigns, including: Justice for Magdalenes, 7 is too Young, women and smoking with the Irish Cancer Society;
- Provided an essential space to meet, learn, share and strategise with other feminists, of different backgrounds, through our members and friends meetings and events;
- Held the institutions of state to account for their anti-women policies.

III. Development of the 2013-2015 Strategic Plan

The development of this Strategic Plan can be traced back to 2012 when we were faced with a number of challenges, including significant cuts in our core budget from the Department of Justice and Equality.

Recognising this new challenge as an opportunity, our Board moved swiftly to review our work, commissioning an independent review of the organisation. The two key challenges identified in the review were:

- To combine the energy and outrage of younger feminists with the wisdom, passion and experience of those who have been around longer;
- To build coalitions of interest on the core issues which unite women, ranging from anti-poverty campaigners to the liberal middle classes, to create one movement, one voice to promote equality for all women.

A key vehicle for addressing these challenges was identified as the Strategic Plan. It was in that context that our Board made the decision to review and update the then Strategic Plan (2011-2014) to ensure it was clearly focused on addressing these challenges particularly in the light of recent resource (budget and staff) changes.

This review began in autumn 2012, at about the same time as the appointment of our new Director. Its specific objectives included:

- To update the plan in the light of changes in our focus, operation, structures and resources;
- To update the plan in the context of changes in the wider political and economic environment;
- To re-structure the plan in such a way as to facilitate clearer connections between the plan and staff work programmes;
- To ensure enhanced ownership of the revised plan by Board, staff and members;
- To identify and develop key performance indicators to be better able to communicate our impact.

The process was led by the Board with support from the Director and an external facilitator. The process also provided an opportunity for our staff to feed in their thoughts and views on the future of the organisation. The process specifically involved:

- A review of the external factors impacting on women and on our work;
- A workshop with members;
- A workshop with the board and staff;
- Discussions at Board level, and inputs from individual board members;
- Discussions at staff level and inputs from individual staff members;
- Meetings with the chairperson and senior management team;
- On-going engagement with key funders (the Dept. of Justice and Equality, The Joseph Rowntree Foundation and Atlantic Philanthropies);
- Meetings with the Board.

The updated plan (2013-2015) was framed in an analysis of the wider national and international context and informed by the findings and directions emerging from the various consultations. It was ultimately agreed and finalised by the Board

IV. The World Around Us (External Factors)

In implementing this Strategic Plan, the NWCI is conscious of a number of contextual elements that will have relevance to the implementation of the strategies being pursued. These include a number of policies at European and national level, as well as the social and economic environment for women.

A number of policies at European level underpin the goals outlined in this Strategic Plan. These include *Europe 2020: the European Strategy for a smart, sustainable and inclusive society*, the *EU Women's Charter*, the *European Pact for Gender Equality* and the *EU Strategy for equality between women and men 2010-2015*. These policies and strategies highlight the need to increase the economic participation of women, and to establish strategies to address economic independence, equal pay, the representation of women in decision-making and positions of power, respect for women's dignity and integrity and an end to gender-based violence.

In Ireland, the National Women's Strategy (NWS) is the Government's statement of priorities in relation to the advancement of women in Irish society for the period 2007-2016. Its vision is an Ireland where all women enjoy equality with men and can achieve their full potential, while enjoying a safe and fulfilling life. Three key themes are identified in the strategy:

- Equalising socio-economic opportunity for women;
- Ensuring the wellbeing of women;
- Engaging as equal and active citizens.

We are also conscious of the social, economic and political context in which this plan will be implemented. Economically, despite being more highly qualified than menⁱ, women remain less likely to be employed, are more likely to be employed on a part-time basis and are still paid less, on average, than men. The most up-to-date figures availableⁱⁱ show that the labour force participation rate is 59.5%, but there is a marked difference between men and women with 66.9% men active in the labour force compared to 52.4% of women. The employment rate is 59.3% but it is 63.5% for men and 55.1% for women.

The NWCI welcomes the fact that the employment rate is beginning to show signs of a sustained increase. We further welcome that fact that there has been an increase of over 11,000 jobs for women in the Professionals occupation category in the past year. However, it remains a concern that overall employment for women is much slower to recover than employment for men. The latest figures from the Quarterly National Household Surveyⁱⁱⁱ, for example, show that in the year to the end of Quarter 1 2013, employment increased by 20,500 but 95% of these jobs went to men. An analysis of recent reports based on the Live Register confirms this trend, indicating that while male unemployment is beginning to fall, women's unemployment is persisting.

Where they are employed, women are far more likely to be employed on a part-time basis with almost 70% of part-time workers being women. Labour Market Segregation remains a reality with 70% of *manager, director and senior officials* being men and 84% of *caring, leisure and other services* and almost 80% *administrative and secretarial* being women.

The gender pay gap also remains a reality. The Gender Pay Gap is the difference between men's and women's pay based on the average difference in gross hourly earnings of all employees. The latest figures from the EU Commission show that the Gender Pay Gap in Ireland is 13.9% - in other words women in Ireland are paid almost 14% less than men. The Gender Pay Gap exists even though women do better at school and university than men and is particularly evident in relation to women with children and for top income earners.

The gender pay gap reflects on-going discrimination and inequalities in the labour market which, in practice, mainly affect women. Its causes are complex and interrelated (http://ec.europa.eu/justice/gender-equality/gender-pay-gap/index_en.htm)

Income inequality is a consistent feature of Irish society. In 2010^{iv}, households headed by a male had over €10,000 more in disposable income than households headed by a female. In addition, in 2011, almost 60% of claimants of the Family Income Supplement (FIS) were women^v. The Mandate Trade Union report^{vi} demonstrates that women are over represented in, what it terms, precarious work – work that is uncertain, unpredictable, and risky from the point of view of the worker, as well as part-time and casual work that requires significant levels of flexibility. The Irish Equality Authority has also stated that gender discrimination in employment continues to be a significant feature of their work.

There are a range of international reports from the EU and the OECD that recommend investment in early childhood care and education for two reasons: it is crucial for the future development of children but is also a key economic consideration because it facilitates parents, particularly mothers, to remain in and take up paid employment. According to the OECD^{vii}, for example, childcare supports are a key factor in the determination of maternal employment behaviour during the early years (p. 141). In its report *Going for Growth: Economic Policy Reforms*, the OECD^{viii} highlights the fact that, in Ireland, women's labour market participation rates are well below those of best-performing OECD economies, especially for mothers, and high childcare costs and limited supply are major obstacles to participation.

Tensions between work and family life are at the heart of the employment puzzle when it comes to gender. Families with young children need affordable childcare if parents are to work. If childcare eats up one wage so that there is little or no financial gain from going out to work, parents (most often mothers) are less likely to seek a job (OECD (2012) *Gender Equality in Education, Employment and Entrepreneurship*, p. 5)

Ireland has one of the lowest levels of public investment in childcare^{ix}. Consequently, childcare costs in Ireland are amongst the most expensive anywhere^x. Ireland's spending on maternity and parental leave is considerably lower than most other OECD countries at about 6%^{xi}. Parental leave in Ireland is unpaid and the new regulations that will give effect to an EU Council Directive impose no obligation on the employer to provide any pay for periods of parental leave.

It is clear that current provision in Ireland is not working to facilitate parents to combine work and family life. It is also limiting the choices for women who wish to remain in employment. According to the EU, in 2011, the employment rate for women in Ireland was 85.7% for a woman with a husband or partner but no children. It fell to 51.5% for women whose youngest child was aged between 4-5 years^{xii}. OECD figures suggest that employment rates for women in Ireland with three children are as low as 45.2%.^{xiii}

The recession and subsequent austerity measures have had a considerable impact on people living in Ireland and evidence is emerging that women are being increasingly affected. Since 2008, the rates of poverty, deprivation and debt have been increasing^{xiv}. Poverty rates are highest for households headed by a female^{xv}, households headed by a lone parent (86.5% of whom are women) and children. Households are finding it more and more difficult to manage finances and make ends meet. As the primary managers of households and household finances, women are disproportionately bearing the brunt of this responsibility.

A review of the past three budgets has shown that gender disparities are increasingly arising in the outcome of the budgetary process. Recent ESRI research^{xvi} confirms that contrary to previous budgets (2008 to 2011), Budget 2012's combination of indirect tax increases and welfare cuts imposed greater percentage losses on those with low incomes. Research by TASC^{xvii} suggests that women are concentrated in the lower income groups and consequently, changes to taxes and benefits that disproportionately impact on low-income groups can also be expected to disproportionately impact on women. The Department of Social Protection has published a social impact assessment of the main welfare and direct tax measures in Budget 2013^{xviii}. It found that in terms of impact, employed lone parents are most affected, with non-earning lone parents also significantly affected.

In spite of a strong movement for women's equality in Ireland over more than a century, in which the NWCI has played a key role over the past forty years, many gender inequities prevail. Young women continue to face greater challenges than their male counterparts. The voices of young people have not been sufficiently heard or valued in social analysis and discourse in the past. We need to continue to identify ways to address these challenges. Consulting with young women and enhancing their ability to engage in order to articulate their needs should be seen as a priority in policy development.

In terms of reproductive rights, NWCI welcomes the publication of the Protection of Life During Pregnancy Bill 2013 as an attempt to give legal clarity to the constitutional right to an abortion in life threatening pregnancies including the risk of suicide. However the passing of this Bill will not change the situation for women in Ireland who face crisis pregnancies every day. Ireland will still have one of the most restrictive abortion regimes in the world. Women who face situations of fatal foetal abnormalities, rape and incest or serious risk to their health will be denied access to reproductive services in Ireland. Over 4,000 women in these and other situations will continue to travel abroad each year to access an abortion, causing significant financial, emotional, physical and psychological hardship.

In terms of participation and decision-making, women's representation in Irish politics remains extremely low. The international-league table shows Ireland in 89th place, tied with North Korea. However, if properly applied by political parties, the new quotas legislation should make a significant contribution to improving the number of women in our parliament. Considerable work also needs to be done to ensure that more diverse groups of women participate in politics. In the area of board appointments women represent only 9% of members in the top Irish companies on the stock exchange and almost 20 years later the government has still not achieved its target for appointments to state boards.

Persistent cuts to the NWCI, grassroots women's groups, the Equality for Women Measure and community organisations have resulted in restrictions in work with women at local and national levels. This is an increasingly worrying trend.

The proposals outlined in *Putting People First: Action Programme for Effective Local Government* are likely to have a profound impact on those engaged with community development as an approach to supporting women. These changes will particularly affect socio-economically disadvantaged women, and will bring about significant changes in the responsibility for and delivery of local development and community development actions at local level. In association with the National Collective of Community Based Women's Networks, the NWCI has submitted its proposals on the alignment process to the Department of Environment, Community and Local Government.

As the political environment has changed, so too has the media and communications environment, with the increasing popularity of new communications tools. The increasing proliferation and growing use of social media and other tools presents challenges in terms of managing workload and achieving communications 'cut-through'. It also offers new opportunities to build a loyal group of committed feminist followers who will promote the work and reputation of the organisation. The NWCI is committed to further developing social media and new communications tools through its website, Facebook and Twitter in order to build a wider understanding of our identity and enhance our reputation with key audiences which will, in turn, support our on-going work.

Worldwide resources for women's rights are shrinking despite earlier commitments through the millennium development goals. This is mirrored at national level with shrinking resources available from the state and the upcoming closure of the two most prominent philanthropic foundations operating in the state. The NWCI will meet this challenge through a strong focus on value for money, fundraising and effective communication of our impacts to all relevant audiences.

VI. Our Plan: How We Are Part of the Solution

Over the next three years, we will work both as a leader and as a catalyst for change to address the issue of inequality for women. We have four overarching goals:

- Goal 1:** Substantive improvements in equality & human rights for women
- Goal 2:** Growing and mobilising an active and vocal membership.
- Goal 3:** Building effective alliances/working collaboratively in order to contribute to the achievement of equality between men and women.
- Goal 4:** Sustaining our organisation as a strong, democratic, organisation that can thrive into the future.

VII. Our Policy Priorities & Their Expected Outcomes

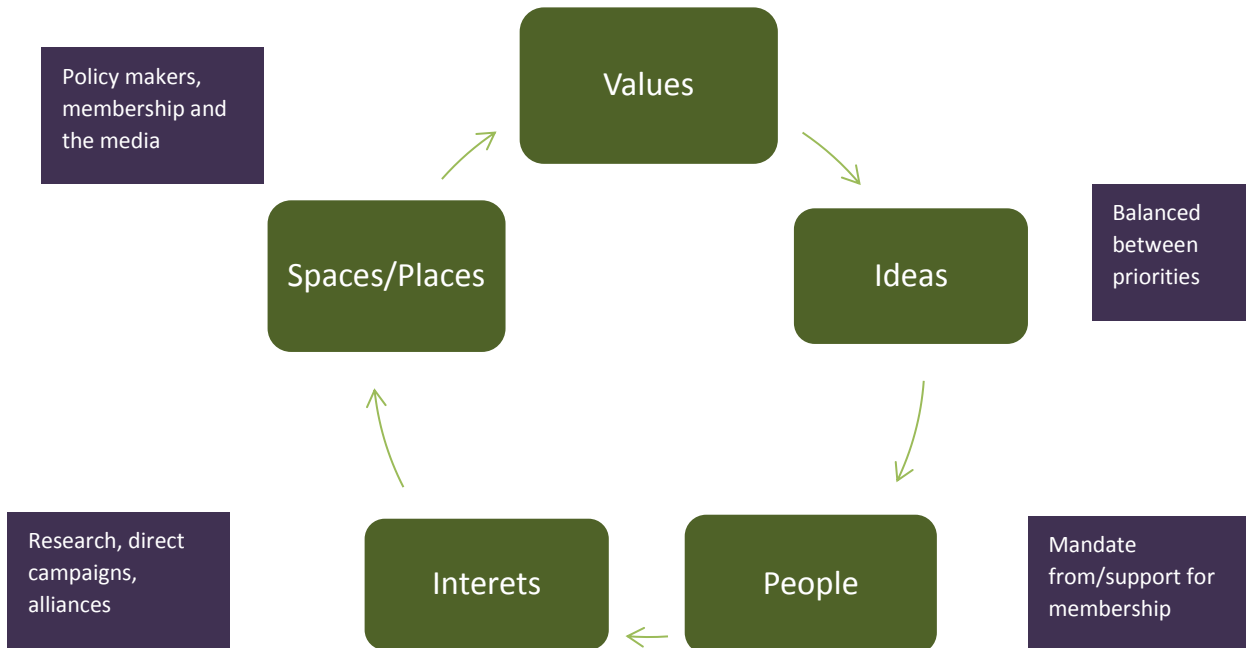
We have four overarching policy priorities for the period of this Strategic Plan:

- Valuing care and care work priority.
Expected outcomes in this area relate to: Progress in relation to an increased recognition, valuing and sharing of care work between women and men, with a particular focus on progress towards publicly subsidised, high quality, accessible childcare and long term care.
- Women's rights to health and bodily integrity (including reproductive rights and rights in relation to violence against women) priority.
Expected outcomes in this area relate to: Progress in relation to gender mainstreaming throughout the health system, increased access to reproductive health services and rights, progress towards the prevention and protection of women from gender based violence and the prosecution of offenders and increased awareness among young women and girls about their rights to health and bodily integrity.
- Representation of the diversity of women across decision making structures at all levels priority.
Expected outcomes in this area relate to: Increased emphasis, profile and progress towards equal representation of women across political, public, national and local decision making and civil society spaces, with increased representation of women in all their diversity. An active, engaged and increasing membership thus ensuring we continue to reflect the broad diversity of women.
- The economic independence of women.
Expected outcomes in this area relate to: Ensuring that the needs of women are clearly articulated and feed into the policy and decision making processes with women seen as part of economic recovery, ultimately leading to economic independence for women either through paid employment or welfare depending on a woman's circumstances. Increased awareness of the needs of older women and advocating for the rights of women to pension entitlement and achieving economic independence in older years.

How We Will Achieve This – The Plan in Detail

We have developed a theory of change to assist us achieve our plan goals. See Figure 1 for details.

Figure 1. The NWCI Theory of Change



There are four parts to our theory of change model:

- **Build and Make the Case:** we will build and make the case by a) undertaking research, b) reflecting on the experiences/work of our members, and c) engaging in pilot studies that will enable us to provide evidence based solutions to our key policy priorities.
- **Communications (internally and externally):** we will facilitate effective, regular and on-going communication internally and externally with the Department of Justice and Equality, national policy makers, stakeholders, our membership and the Irish public, both female and male, in order to a) foster true gender equality, b) promote change to achieve our key goals, c) create a platform for women’s voices to be heard, and d) enhance the reputation and reach of the NWCI. We will proactively explore new communications tools and social media to communicate our messages, strengthening our network of key contacts. Our communications strategy will also be closely linked to our income generation strategy.
- **Campaigns (direct and shared):** we will conduct specific campaigns and support the campaigns of others to achieve our policy priorities.
- **Supports and resourcing our people:** we will engage with and support our membership as much as possible, in all our activities. We will locate sufficient resources to be able to invest in our staff and board in order to provide a positive, respectful work-place.

Goal 1. Substantive Improvements in Equality & Human Rights for Women.

Objective 1.1 Build and make the case/s

1.1.1 Contribute to the development and implementation of national policies that impact on women, including the National Women's Strategy (NWS) through:

- Dialogue and collaboration with relevant Government Departments and Agencies;
- Participation on the NWS Monitoring Committee and any sub-committees it establishes;
- Advance recommendations of the NWS through our four core priorities.

1.1.2 Research and data collection

We will conduct research, including documenting the experiences of women, and share good practice in order to generate the evidence necessary to feed into policy and to support our membership. The four priority areas of research are:

- Woman friendly model of long-term care;
- Women's economic independence and the impact of the recession on women;
- Increased diversity of women in decision-making positions, in all aspects of public life;
- Women experiencing multiple discrimination and disadvantage.

1.1.3 Pilot Projects

We will undertake pilot projects in order to provide us with the evidence/demonstrate the good practice necessary to seek policy change. Key pilot projects areas are:

- The Y Factor Project (focusing on young women);
- Gender mainstreaming in the health service (currently being addressed through a joint project with the HSE).

Objective 1.2 Communicate the case/s

We will communicate our views to key policy stakeholders, decision makers and the wider public, in particular women, in Ireland using a variety of mechanisms including meetings, seminars, publications, exhibitions, installations and social media. Key actions under this objective include:

- 1.2.1 Ongoing and regular dialogue with the Department of Justice and Equality and other key Departments;
- 1.2.2 Preparation of policy submissions and briefings and dissemination to key audiences (10 per year);
- 1.2.3 Preparation of an annual score card for women's equality and dissemination to key audiences;
- 1.2.4 Development of communications and dissemination plans for each of our core activities specifying the key audiences and communications tools;
- 1.2.5 Provision of opportunities for women leaders to 'speak up' for women's equality.

Objective 1.3 Influence decision makers

We will work to build relationships with key decision makers involved in activities that impact on women's equality. Key actions under this objective include:

- 1.3.1 To map and develop relationships with key decision-makers involved in priority policy areas;
- 1.3.2 To create enhanced cross-party relationships with feminist politicians;

- 1.3.3 To support the development of cross-party solidarity and relationships between women politicians;
- 1.3.4 To support women candidates and feminist politicians during local and general elections.

Objective 1.4 Build Policy Makers & Policy Influencers Capacity

We will work to build the capacity, knowledge and skills of key individuals and organisations involved in activities that impact on women's equality. Key actions under this objective include:

- 1.4.1 Provision of gender equality training (8 training sessions per year);
- 1.4.2 Awareness raising activities (including 8 fact sheets/briefings per year);
- 1.4.3 Organisation of, and participation in, seminars, workshops and conferences to raise awareness of gender equality.

Headline Indicators

- 1 A measure of evidence provision and use: 10 position/research papers of significance that are widely used by policy makers and influencers (e.g., decision makers, the media, other organisations);
- 2 A measure of engagement and reach at policy level: Sustained relationships with 6 key policy makers and 6 key policy influencers under each policy priority;
- 3 An enhanced media profile (including social media) for NWCI as a key representative voice for equality and human rights for women (including a minimum of 52 mentions in print media per year).

Goal 2. Growing and Mobilising an Active and Vocal Membership.

Objective 2.1 Support and engage the membership

Key actions under this objective include:

- 2.1.1 Provision of training for the NWCI membership (including regular surveys of membership training and support needs, development and implementation of an annual training programme, etc.);
- 2.1.2 Networking (including a minimum of 4 membership meetings and International Women's Day event);
- 2.1.3 Enhancing member's leadership skills (including the provision of leadership training and provision of support for members to enable them to represent the NWCI in national and local policy and decision making fora);
- 2.1.4 Supporting the membership's engagement in campaigns including training and on line campaign tools);
- 2.1.5 Ensuring the active inclusion of young women and their organisations within the membership of the NWCI, supporting them to articulate their realities and priorities for women's equality and become involved in action for equality for women;
- 2.1.6 Conducting an annual membership survey.

Objective 2.2 Grow the membership

Key actions under this objective include:

- 2.2.1 Devising new membership criteria to reflect the growing support and solidarity for women's equality;
- 2.2.2 Undertaking a recruitment campaign (targeting individuals and groups);
- 2.2.3 Developing and implementing a strategy for the recruitment of young women (as both individual and group members);
- 2.2.4 Establishing 6 member working groups on core policy priorities (groups to be established include a) Women in Decision Making, b) Reproductive Rights, c) Women and Economic Independence, and d) Gender mainstreaming in health, Y Factor Steering group and Y Factor Working Groups.

Objective 2.3 Communicate with our members

We will communicate with our members (using a variety of mechanisms). Key actions under this objective include:

- 2.3.1 Producing and circulate the NWCI Newsflash (develop a members' only NWCI Update)
- 2.3.2 Developing the members' area of the website (in order to showcase their organisation and their work);
- 2.3.3 Monitoring members' activities and circulate information through Newsflash, the website and social media and other appropriate tools;
- 2.3.4 Promoting the website as the primary way to become a NWCI member;
- 2.3.5 Developing a membership communications strategy as part of the overall Communications Strategy.

Suggested Headline Indicators

1. 15% increase in group membership and 40% in individual membership per annum
2. Eight member working groups working on core priorities
3. Meeting minimum 85% membership satisfaction levels in the Annual Membership Survey

Goal 3. Building Effective Alliances/Working Collaboratively in order to contribute to the Achievement of Equality between Men and Women.

Objective 1 Mobilise Support for Change in Key Areas

Key actions under this objective include developing campaigns on:

- 3.1.1 Increasing the numbers of women in decision-making, including: the development of a women friendly Oireachtas; support to women election candidates and increased board-room diversity;
- 3.1.2 Fostering economic independence for women, including the impact of the recession on women;
- 3.1.3 The development of an accessible affordable and quality model of childcare;
- 3.1.4 Issues identified through the NWCI youth initiative - The Y Factor Project;
- 3.1.5 Reproductive rights.

Objective 2 Participate in Strategic Partner Alliances and Collaborations

Key actions under this objective involve working with partners and as part of larger alliances including:

- 3.2.1 Key policymakers, as appropriate;
- 3.2.2 The European Women's Lobby;
- 3.2.3 Global women's human rights networks;
- 3.2.4 The Irish Network against Racism and other key networks and organisations to achieve our objective of full equality for all women.
- 3.2.5 The Community and Voluntary Pillar to promote women's social inclusion;
- 3.2.6 Schools, youth groups, educators and training institutions to raise consciousness among young people about gender equality and inequality;
- 3.2.7 Partners' campaign work in key areas (e.g. Violence Against Women, Trafficking, Prostitution, Migration).

Objective 3 Strengthen Collectives for Women's Equality

Key actions under this objective include provision of:

- 3.3.1 Support for the National Collective of Community Based Women's Networks (NCCWN)
- 3.3.2 Support for the Women's Human Rights Alliance and the Irish Observatory of Violence against Women
- 3.3.3 Support for key new and emerging collectives and coalitions that seek to support the achievement of women's equality

Headline Indicators

- 1 Two campaigns per annum focused on policy priorities
- 2 Ten collectives/coalitions for women's equality supported by the NWCI per annum

Goal 4. Sustaining Our Organisation As A Strong, Democratic, Organisation That Can Thrive Into The Future.

Objective 1 Support our team

Key actions under this objective include:

- 4.1.1. Board management and development;
- 4.1.2. Staff management and development;
- 4.1.3. Governance management and development (including AGMs, membership, implementation of the governance code, etc.);
- 4.1.4. Development and implementation of internal communications policies and supports (including regular team meetings/events);
- 4.1.5. Implementation of key health and safety practices.

Objective 2 Resources management and development

Key actions under this objective include:

- 4.2.1 Facilities management (premises, etc.);
- 4.2.2 ICT system management and development (including development of a customer relations database);
- 4.2.3 Financial management and control (including budgeting, accounts, reports for funders & the Board, preparation for annual audits, etc.);
- 4.2.4. Development and implementation of an overall Communications Strategy.

Objective 3 Income Generation

Key actions under this objective include:

- 4.3.1 Development of a funding proposition;
- 4.3.2 Exploring all opportunities for external financial opportunities, such as EU, Government and philanthropic sources;
- 4.3.3 Ensuring a fundraising culture is embedded within the organisation;
- 4.3.4 Developing a culture and practices that make membership and voluntary financial contributions to the organisation both attractive and easy;
- 4.3.5 Investigating opportunities for corporate links and merchandising.

Headline Indicators

- 1 30% of NWCI income generated from non-core activities
- 2 Successful implementation of the governance code

VIII. Implementation and Monitoring

Responsibility for overseeing the implementation of the Strategic Plan rests with our Board. Progress in relation to the implementation of the plan will be assessed using a series of 10 headline indicators. There are at least two of these indicators for each goal. See Table 1 for a summary of these indicators.

Table 1 Summary of Draft Headline Indicators

Goal	Indicators
Goal 1: Substantive improvements in equality & human rights for women	<ol style="list-style-type: none"> 1. A measure of evidence provision and use: 10 position/research papers of significance that are widely used by policy makers and influencers (e.g., decision makers, the media, other organisations etc.) 2. A measure of engagement and reach at policy level. Sustained relationships between the NWCI and a) 24 key policy makers and b) 24 key policy influencers 3. An enhanced media profile (including social media) for NWCI as a key spokesperson for equality and human rights for women.
Goal 2: Growing and mobilising membership	<ol style="list-style-type: none"> 4. 15% increase in group membership and 40% in individual membership per annum 5. 8 member working groups working on core priorities 6. Meeting minimum 85% membership satisfaction levels in the Annual Membership survey
Goal 3: Building alliances/working collaboratively	<ol style="list-style-type: none"> 7. 2 direct campaigns per annum under the core policy priorities. 8. 10 collectives/coalitions for women's equality supported by the NWCI
Goal 4: Sustaining our organisation	<ol style="list-style-type: none"> 9. 30 % of NWCI income generated from non-core activities 10. Successful implementation of the governance code

Annual and staff work plans will be developed based on the Strategic Plan and will link directly to the achievement of the headline indicators. Our Board will review overall plan implementation and progress twice yearly. Depending on progress and the emergence of new issues, the plan may be amended and updated.

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- ⁱ CSO, 2012, Women and Men in Ireland 2011
- ⁱⁱ QNHS, May 2013, Quarter 1 2013
- ⁱⁱⁱ *ibid*
- ^{iv} CSO 2012, EU SILC 2010
- ^v Department of Social Protection, Statistical Information on Social Welfare Services 2011
- ^{vi} *Decent Work? The Impact of the Recession on Low Paid Workers*
- ^{vii} OECD (2011), *Doing Better for Families*, Paris: OECD
- ^{viii} OECD (2012), *Going for Growth: Economic Policy Reforms Ireland Report*
- ^{ix} OECD Family database www.oecd.org/social/family/database, updated 18/10/2012. PF3.1: Public spending on childcare and early education
- ^x OECD Gender Brief. Prepared by the OECD Social Policy Division www.oecd.org/els/social Version: March 2010
- ^{xi} OECD Family database PF2.1 Key characteristics of parental leave systems
- ^{xii} http://ec.europa.eu/ireland/ireland_in_the_eu/impact_of_eu_on_irish_women/index_en.htm
- ^{xiii} OECD Family database LMF1.2 Maternal employment
- ^{xiv} CSO 2013, EU SILC 2011
- ^{xv} CSO 2012, EUSILC 2010
- ^{xvi} ESRI (2012). *Distributional Impact of Tax, Welfare and Public Sector Pay Policies: 2009-2012*
- ^{xvii} Winners & Losers: equality lessons for 2012Budget
- ^{xviii} https://www.welfare.ie/en/downloads/2013-03_SIABudget2013_Final.pdf