



# Women's Collective Ireland

Women Inspiring Women  
**Stronger Together**

Women's Collective Ireland  
STRATEGIC PLAN 2022-2026

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# Contents

## ACKNOWLEDGEMENTS

**FOREWORD** by Chairwoman, Ann Fitzgerald

**INTRODUCTION** by CEO, Miriam Holt

## WHO WE ARE

Where We Are

Our Guiding Values

Our Strategic Goals

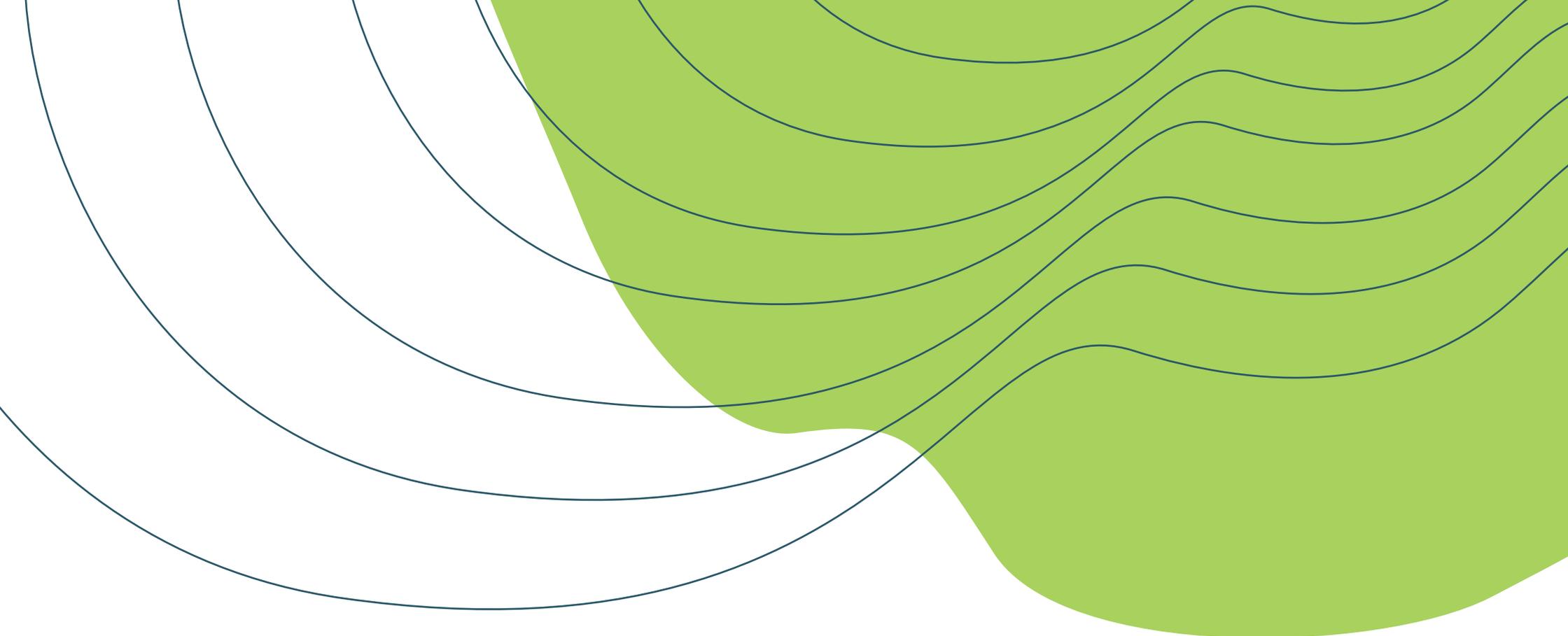
## THE CONTEXT FOR DEVELOPMENT OF THIS STRATEGIC PLAN

The gendered impact of COVID-19

POLITICAL

ECONOMIC

4	SOCIAL	13
5	TECHNOLOGICAL	14
6	LEGAL AND LEGISLATIVE	14
8	ENVIRONMENTAL	15
8	<b>THE ACTIONS WE WILL TAKE</b>	16
8	STRATEGIC GOAL 1	17
10	STRATEGIC GOAL 2	19
11	STRATEGIC GOAL 3	22
11	STRATEGIC GOAL 4	24
12	<b>IMPLEMENTING AND EVALUATING THE STRATEGIC PLAN</b>	26
13	<b>FIND US HERE</b>	27



# ACKNOWLEDGEMENTS

We wish to sincerely thank and acknowledge the consultants, Kathleen O'Meara and Colette Kelleher, of O'Meara and Kelleher Associates, who worked with Women's Collective Ireland to develop this Strategic Plan. Their deep inquiry and research methods supported us to describe the essence of our work in our plan.

We also wish to thank the NCCWN board and Ailbhe Smyth, our Patron, our staff team, the Appreciative Inquiry group, the Reflection Group, Grassroots Gatherings and external stakeholders who gave their expertise and insights designing the Strategic Plan.

We would also like to acknowledge the support of our core funders, the Department of Children, Equality, Disability, Integration and Youth, which makes our work to advance grassroots women's equality possible.



# FOREWORD

by Chairwoman, Ann Fitzgerald

Welcome to our Strategic Plan 2022 - 2026. In writing this plan, we have taken time to reflect on our work, from the establishment of a national grassroots women's organisation to our continuing work supporting women's participation, equality and empowerment, particularly developing strategies to increase resilience, creativity and vital connections during the pandemic. We have listened carefully to our board members, staff, advisory groups, stakeholders, funders and the women we work with. We have also explored the local and national contexts. We incorporated your valuable contributions to our strategic plan, including renaming the organisation to reflect our work and vision. As we launch this Strategic Plan, I am delighted to also launch our new visual identity and name - Women's Collective Ireland.

Our common struggles are clearly laid out in this Strategic Plan, and our

strength and capacity to challenge these struggles were identified through in-depth research guided by Colette Kelleher and Kathleen O'Meara, of O'Meara and Kelleher Associates. The strategic goals we have developed reflect the collective priorities and aspirations of our national grassroots women's organisation.

During the lifetime of our last Strategic Plan 2016-2021, we have achieved the tasks we set out to do and have developed a reach of over 36,000 women across Ireland. Drawing on our past achievements, we will continue to challenge barriers to participation through our new Strategic Plan. Together we have come a long way and together we will continue to grow. This is only possible with your ongoing valuable contribution, input and voice, "our collective energy". With your continued support we will face new challenges and explore new and exciting possibilities as we go forward together. We do this in the knowledge that we have an important role to play in Irish society, amplifying grassroots women's voices.

The Board and Staff of Women's Collective Ireland envision that this Strategic Plan 2022- 2026 will provide a framework to inspire all of us for a common vision of 'An Ireland where women in all our diversity are flourishing'. As Chairperson of Women's Collective Ireland, I am committed to working with you all to fulfil the objectives of this Strategic Plan. We look forward to working with everyone who shares our mission of empowering women through community development and feminist approaches.



# INTRODUCTION

by CEO, Miriam Holt

This Strategic Plan reiterates our feminist vision for an Ireland where women in all our diversity are supported to flourish. It outlines our commitment to continuing to build on our Women's Collective Ireland's culture of inspiring and being inspired by the women we work with. It provides a framework for how we will work collectively to advance grassroots women's equality.

Women's Collective Ireland was born from challenge and has always taken collective actions for collective outcomes. Our roots are in women's mobilisation and activism as, when threatened with dismantling of women's community development structures, 17 local Women's Community Development Projects collectively re-imagined and developed an alternative national structure to protect women's community development spaces. Today, we are proud to say that we are stronger than ever, and the transformations of our name and look reflects the growth that has happened within.

Our feminist, community development, anti-poverty and social inclusion approaches will continue to develop the way women's community work is done in Ireland. This Strategic Plan highlights the challenges and barriers for women experiencing disadvantage and outlines how we will work collectively to challenge inequalities and support grassroots women's voice and visibility.

Women's Collective Ireland recognises women's diverse needs and we will work to address these specific needs in the different communities we work and live in. Over the next five years, Women's Collective Ireland will take appropriate and effective action to improve grassroots women's participation in our communities and society.

## Women's Collective Ireland commits to do this by:

- ⊙ **Consciousness raising** and **challenging** gender and class conditioning.
- ⊙ Setting **clear targets** to analyse and **address** the distinct **needs** and barriers to participation for grassroots women.
- ⊙ Setting goals and putting actions in place to **tackle women's inequality**.
- ⊙ Providing **spaces** for women's empowerment; **working collectively** to support women's voice and visibility.
- ⊙ Using **Feminist Community Education** to make connections with grassroots women – from first steps to third level programmes. In these lifelong learning spaces, we will ask women to share their stories and voices and we will record and value their experiences.
- ⊙ **Signposting** and providing women with appropriate and accessible **information on services, supports, rights and entitlements**.

The actions outlined above are at the core of our daily work, at the heart of our collective mission. I look forward to working with you to realise our guiding values and strategic goals to support and advance grassroots women's equality. As a national collective, Women's Collective Ireland will work to create spaces for women to get together safely, be themselves, learn, share experiences, have their say and get involved.

AS CEO of Women's Collective Ireland, I welcome the leadership role working with you in such an exciting feminist organisation, that works FOR WOMEN, WITH WOMEN, is ROOTED in the community with COLLECTIVE spaces for women. Our work is grounded in the lives and experiences of the grassroots women we meet and work with.

**Women's Collective Ireland – Women Inspiring Women: Together we are stronger.**

**“Ní neart go cur le chéile”. “Μαζί είμαστε πιο δυνατοί”. “Разом ми сильніші”. “Insieme siamo più forti”. “Вместе мы сильнее”. “Juntos somos más fuertes”. “Zajedno smo jači”. “Birlikte daha güçlüyüz”. “Ekume’eh edzi-ndzhet, efoh ekom”. “Ensemble, nous sommes plus forts”. “اعم يوقا نحن”. “Zusammen sind wir stärker”. “Juntos somos más fortes”. “团结起来，我们更强大”。 “Razem jesteśmy silniejsi”. “Tillsammans är vi starkare”. “Együtt erősebbek vagyunk”. “Together we are stronger”.**

# WHO WE ARE

Women's Collective Ireland is a national women's community development organisation advancing marginalised women's equality through women's community development. Women's Collective Ireland represents and works directly with women experiencing disadvantage, through our 17 Grassroots Women's Community Development Projects and National structures.

Women's Collective Ireland has a unitary legal structure, which requires particular governance and creates specific obligations nationally and locally.

## OUR VISION

An Ireland where **women** in all our **diversity are flourishing**.

## OUR MISSION

To support **grassroots women**<sup>1</sup> through collective and practical actions to achieve their **full human rights and true equality**.

## OUR WORK

Women's Collective Ireland supports grassroots women through women's **community development** locally and nationally.

Women's Collective Ireland's work **on the ground** is central and fundamental. It shapes all our collective actions. The national work derives from and advances the work of our community development projects supporting grassroots women's empowerment.

**Women's Collective Ireland work directly with women on the ground from disadvantaged communities, to build women's confidence and self-esteem through Feminist Community Education.**

The Women's Collective **17 local Projects** are best placed to identify and respond to the specific needs of grassroots women in their communities and each of them have developed a unique programme of work with women.

Our work **continues to evolve** in response to the needs identified by grassroots women.

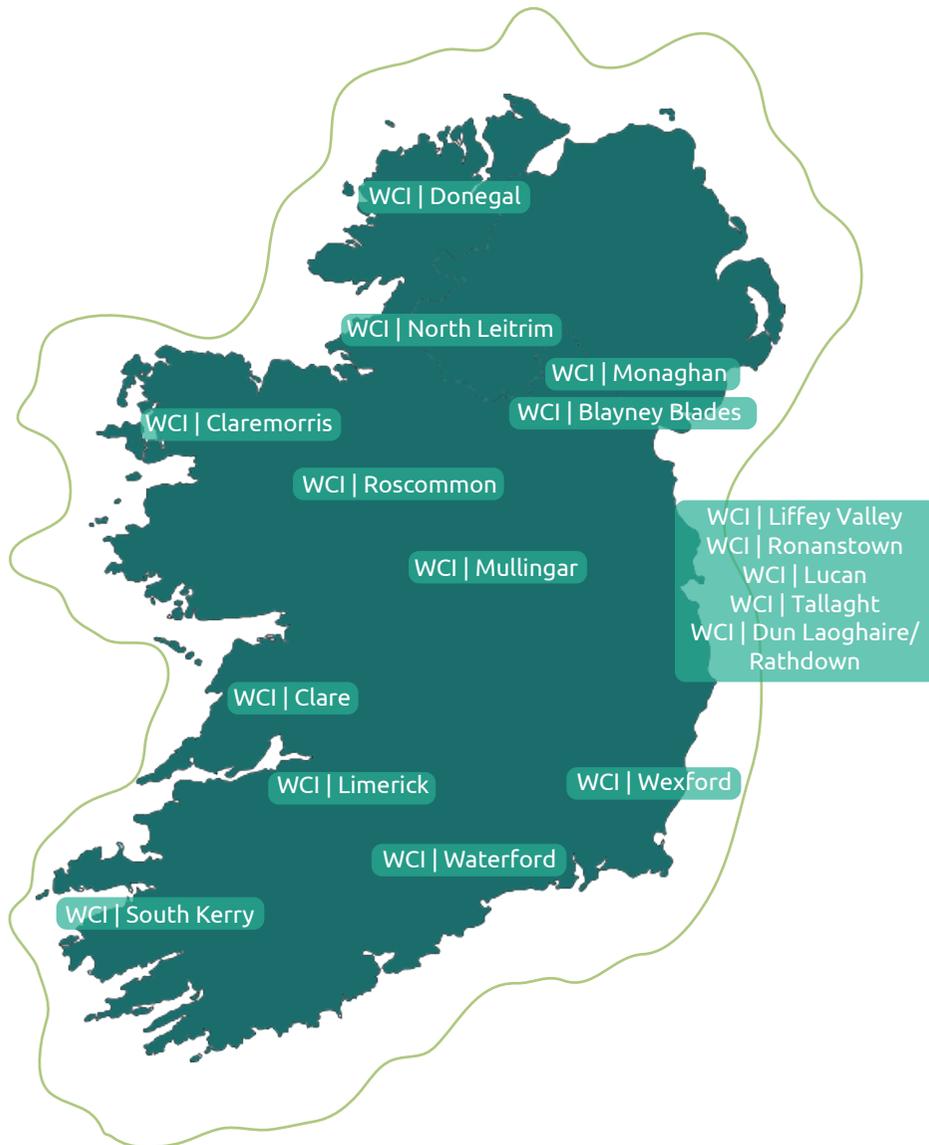
We work to make real connections in order to ensure **voice and visibility** of grassroots women.

**To us, GRASSROOTS WOMEN is a term used for women living in often working-class, marginalised, rural and urban communities, who experience exclusion for whatever reasons including economic, cultural, social and political exclusion.**

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*1. With thanks and acknowledgements to Gabriëlli do Livramento Gonçalves, Brenda Caroline Geraldo Castro, José Baltazar, Salgueirinho Osório de Andrade Guerra (2019).*

## WHERE WE ARE



## OUR GUIDING VALUES

Our values guide our work. When we speak or act, we are:

### WELCOMING

We actively reach out to, include and develop relationships with the diverse women in our communities.

### FOR WOMEN

We are feminist in our thinking and in our actions.

### WITH WOMEN

We seek to be supportive of and are energised by the women we meet and work with.

### COLLECTIVE

We create spaces for women to get together safely, be themselves, learn, share experiences, have their say and get involved.

### ROOTED

Our words and deeds are grounded in the lives and experiences of the grassroots women we meet and work with.

### ABOUT CHANGING THE WORLD

We actively listen and hear women's voices supporting transformation. We speak out about the barriers to women's equality and participation, and campaign for positive change.

## OUR STRATEGIC GOALS



### Strategic Goal 1

**Reaching out** and **engaging** women.



### Strategic Goal 2

**Supporting** women's empowerment and participation through feminist **community development.**



### Strategic Goal 3

**Voicing the issues** affecting grassroots women and **increasing visibility.**



### Strategic Goal 4

Achieving **sustainability:** growing and developing as an organisation.

## THE CONTEXT FOR DEVELOPMENT OF THIS STRATEGIC PLAN

**“The continuous uncertainty and lack of income has hugely affected me, having to depend on others for my daily needs.”<sup>2</sup>**

This analysis looks at the political, economic, social, technological, legal and environmental issues which are shaping the landscape for the grassroots women whom Women's Collective Ireland supports and empowers. These issues also impact the work done by Women's Collective Ireland and frame the new Strategic Plan 2022-2026.

Since work on this Strategic Plan started, Russia invaded Ukraine on the 24 February 2022. The largest military assault on a European state since World War II. The invasion has caused the largest refugee crisis in Europe forcing millions of women and children to flee, many of which will be coming to Ireland. Swift action is required to provide housing and essential social and psychological support to victims of war.

Women's Collective Ireland are well placed in our communities to offer practical support and offer an open welcome to these women and children in our women's projects and crèches. We will endeavour to include this vital support to Ukrainian families new to our communities in our implementation plans.

## The gendered impact of COVID-19

The journey to develop Women's Collective Ireland's Strategic Plan 2022-2026 was undertaken during the COVID-19 pandemic. The impact of the pandemic and the measures taken to manage it, are widely acknowledged to have had a **far greater and negative impact on women across the world** and have certainly increased gender inequalities in Ireland.

That impact continues and is likely to have consequences not yet revealed and which will only emerge with time. What we do know, however, is that women have carried a disproportionate burden of care, have endured a much higher level of gender-based violence, particularly in the home, have lost more employment opportunities and have been under-represented where key decisions were made, during the pandemic.

Work and research carried out by Women's Collective Ireland itself through a nation-wide survey **“NCCWN National Impact Survey - Women During COVID-19”**, to gauge the impact of COVID-19 on women in Ireland, highlights the mental health impact of the burden of care carried by women. As one woman said, *“My anxiety has increased, feeling pressure about money, job, feeling lonely and not socialising”*.

These impacts have been and are more severely felt by grassroots women in communities which were already dealing with layers of inequality and exclusion. For Women's Collective Ireland, **these impacts form part of the context for the implementation of key actions arising from this Strategic Plan.**

2. NCCWN National Impact Survey – Women During COVID-19.

## POLITICAL

Women are still vastly underrepresented in political decision-making.<sup>3</sup> The report of the Citizens' Assembly on Gender Equality<sup>4</sup> has called for significant changes, including an explicit constitutional commitment, to address gender inequality. The deletion of Article 41.2<sup>5</sup> (women in the home), the amendment of Article 41 and the insertion of an article to refer explicitly to equality and non-discrimination is a potential game changer.

The same report makes other significant recommendations on quotas for elections, childcare, gender-based violence, pay and social protection, on technology and the media and on the appointment of a dedicated Minister for Gender Equality.

In October 2020, the new Government created a new Department (Department of Children, Equality, Disability, Integration and Youth (DCEDIY) which includes but is not led by the equality function, transferred from the Department of Justice and Equality. It has gathered the functions of children, disability, equality, diversity, integration and youth together into one new Department. The equality function risks being overshadowed by the wide range of responsibilities carried by the new department, and hence the gender issues of concern to grassroots women may not get the attention they need and deserve.

The development of a new National Strategy for Women and Girls<sup>6</sup> is an opportunity for Women's Collective Ireland to ensure that the voices of grassroots women are represented in the new strategy.

The direction and inadequate extent of public spending on housing, healthcare and childcare are critical issues for the grassroots women supported and represented by Women's Collective Ireland. While fiscal austerity isn't being applied now the way it had been after the 2008 financial crisis, measures to "balance the books" to manage high pandemic-era spending cannot be ruled out and, in our experience, would hit grassroots women harder, exacerbating already deep inequality at every level.

The global rise of right-wing movements threatens feminist achievements. Women's Collective Ireland, with its allies, will have to be mindful of the implications of this global trend.

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*3. Gender Equality Index, Ireland 2021, European Institute for Gender Equality.*

*4. Report of the Citizens' Assembly on Gender Equality, June 2021.*

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*5. Constitution of Ireland.*

*6. National Strategy for Women and Girls 2017-2020.*

## ECONOMIC

The economic impact of the pandemic has hit women hardest, resulting in a “she-cession”<sup>7</sup> with women’s jobs and incomes disproportionately affected, with no guarantee of a return to pre-pandemic levels once the crisis has passed.

Recovery from the impact of the pandemic is the key economic issue facing the country, and the emergence of inflation is an immediate challenge facing those on low incomes and relying on state supports.

Balancing climate justice with social justice is the only equitable way forward in addressing climate change. The economic impact of climate change, and specifically its impact on women, needs to be addressed before and in tandem with solutions to climate chaos which is looming. Poverty alleviation, social and political representation, and respect of women’s human rights should be prioritised.

It is worth remembering that while the management of wealth falls mainly to men, the burden of managing poverty is usually carried by women. This trend should be challenged.

## SOCIAL

The social impact of the pandemic is also gendered and has exacerbated existing inequalities. Apart from the economic impact on women’s jobs and incomes, there is a crisis facing childcare, and the pensions inequality issue has not been resolved. Even before the pandemic, homelessness had become increasingly feminised, due to the rising numbers in family homelessness, the majority of which are lone-parent, female-headed households.

The move to work from home has been one of the most outstanding social changes to come from the pandemic, but it has been a double-edged sword: women have carried the greater burden of home care and home schooling, while for many women working in retail, care and front-line roles, it has not been an option and has exposed them to a greater risk from the virus.

This is all taking place against the background of increased health inequalities, manifested in growing waiting lists, inequality of access and the Covid impact on early diagnosis, with the greater impact on those relying solely on public health care delivery.

For Women’s Collective Ireland, this means ensuring that the voices of women in communities most impacted, are heard where policy decisions are being taken, through the actions arising from this Strategic Plan.

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*7. Rethink Ireland “The Impact of Covid 19 on Women’s Economic Mobility”, August 2021.*

## TECHNOLOGICAL

Access to broadband technology has become an essential part of life, a need exacerbated by COVID-19 lockdowns and the move to work from home. This increased reliance on, and use of digital technologies has exacerbated the digital divide, and for rural and poor women reduced access to broadband and internet is a barrier to full participation and engagement. For rural and poor women and single mothers, access to and literacy in technology is the major difference between having easy access to community and essential services or not as banks close branches and life moving online during the pandemic.

Without regulation, social media has become a source of online abuse and threat to women and girls. Women participating in political life are disproportionately targets for considerable online abuse, which discourages women to go forward for election, and will need greater protection than currently afforded.

Internet and technology-facilitated gender-based violence manifests in many forms as in the real world - cyberstalking and doxing, revenge porn and trolling are examples of such violence. Currently there are no comprehensive policies or laws to protect women experiencing such violence.

Social media is also the battleground of culture wars and is being used by right wing groups to attack and undermine gains made by the feminist movement of recent decades. It is a movement which must be countered and resisted by members of Women's Collective Ireland, working closely with allies.

## LEGAL AND LEGISLATIVE

The review of the 2018 legislation providing for legal access to abortion is promised but awaited. Two issues have arisen: lack of access to abortion services provided by GPs in many parts of the country, and linked to it, the absence of Safe Access Zones to prevent intimidation of women using the service. Equal access to reproductive healthcare is an essential issue for the grassroots women engaged in Women's Collective Ireland's programmes.

The need for reform of pension provision legislation to eliminate discrimination and inequality for women, especially older women, and to protect them against poverty, is a live but yet unresolved issue and requires ongoing campaigning by Women's Collective Ireland and its allies.

Ireland's gender pay gap still stands at an average of 14 percent according to data available for 2019<sup>8</sup> (in 2014 the average gender pay gap was 13.9 percent), depending on the industry. Further legal and social action needs to be taken to stop this trend<sup>9</sup> and eliminate the financial inequality between women and men.

Article 41.2 of the Constitution contains gender-specific language referring to care within the home and community and should be replaced with gender-neutral language.

The implementation of the legislative recommendations made by the Citizens' Assembly on Gender Equality in legislation should be prioritised, and strategies, such as National Strategy for Women and Girls, should have specific actions on monitoring the effectiveness of legislation in combating discrimination and promoting equality.

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8. <https://www.cipd.ie/news-resources/practical-guidance/employment-law/factsheets/gender-pay-gap-information-act-2021#gref>

9. <https://www.cso.ie/en/releasesandpublications/ep/p-wamii/womenandmeninireland2016/socialcohesionandlifestyles/>

## ENVIRONMENTAL

Humanity is facing a crisis arising from climate change and global warming, and the impact of climate change is already a daily reality for millions of people around the world<sup>10</sup>, impacting the poorest and most marginalised women and girls resulting in displacement and increased poverty.

Climate justice is not the inevitable outcome of the need to contain climate change, or a just transition; as women are most impacted, they hold the first-hand knowledge of the compounded effects of poverty and climate change.

Locally, the costs of mitigating climate change, such as home insulation and the move to electric cars are high and out of reach of many households, especially those on low incomes and suffering fuel poverty. Drastic action is required in the improvement of public transportation – both for slowing down the decline of the environment as well as in helping rural women out of isolation and to access essential services, such as banking, and community.

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10. Action Aid, November 2019.

The background features a series of wavy, concentric lines in shades of blue and green. On the left side, there is a solid dark blue area that transitions into a series of thin, light green lines that curve across the page. The overall aesthetic is modern and organic.

## **THE ACTIONS WE WILL TAKE**



## STRATEGIC GOAL 1:

Reaching out to and engaging women

The Areas for Action identified under this Strategic Goal are:

### 1.1 MAKING CONNECTIONS WITH MARGINALISED AND ISOLATED WOMEN

#### OUTCOME

Through active outreach Women's Collective Ireland will have continued to strengthen our reach of marginalised and isolated women in communities across Ireland in the current climate and post COVID-19.

#### MEASURES

- 1.1.1 Number of predevelopment activities run across the Projects.
- 1.1.2 Monitor the work with women we are reaching Project by Project. Record numbers of engagement and produce qualitative examples.
- 1.1.3 Good outreach practice models developed and shared by Women's Collective Ireland Projects.

## 1.2 SUPPORT WOMEN IN THEIR LOCAL COMMUNITIES TO ADDRESS BARRIERS TO PARTICIPATION

### OUTCOME

Women we work with will be supported to name and address barriers to their participation in community life.

### MEASURES

1.2.1 Women's Collective Ireland Projects to carry out local needs' analysis and document findings.

1.2.2 Produce qualitative and quantitative monitoring and reporting – number of supports, case studies, etc.

1.2.3 Provide supports/community education/training to empower women to address barriers to participation.

## 1.3 SUPPORTING WOMEN'S ACCESS TO RESOURCES AND INFORMATION

### OUTCOME

Women's Collective Ireland will have actively promoted and disseminated locally, information to women who would then have a greater awareness of the options and choices available to them.

### MEASURES

1.3.1 Monitor and record supports provided by Women's Collective Ireland Projects.

1.3.2 Monitor and record number of referrals made and received.

1.3.3 Monitor and record number of drop-ins and welcoming activities in Projects.

1.3.4 Signpost women to relevant resources and information, and record number of engagements.

## 1.4 ENSURING WOMEN'S COLLECTIVE IRELAND RETAINS AND DEVELOPS OUR RELEVANCE, VISIBILITY AND PRESENCE

### OUTCOME

Women's Collective Ireland will provide non-judgemental women's spaces for making connections through drop in settings, one to one setting, door to door and in small group work.

### MEASURES

1.4.1 Set targets for the women we want to reach and monitor and record.

1.4.2 Capture and identify what works when engaging different groups of grassroots women.

1.4.3 Develop and pilot innovative activities to connect with and broaden outreach to women (e.g., Case Studies).

1.4.4 Raise awareness locally by marking key dates and engaging women in relevant local campaigns and events.



## STRATEGIC GOAL 2:

Supporting women's empowerment and participation through feminist community development

The Areas for Action identified under this Strategic Goal are:

### 2.1. SUPPORTING GRASSROOTS WOMEN'S EMPOWERMENT THROUGH THE PROVISION OF FEMINIST COMMUNITY EDUCATION AND TRAINING

#### OUTCOME

Women's Collective Ireland will have supported participation of grassroots women in quality feminist community education, training and progression.

#### MEASURES

2.1.1 Record number of community training and education programmes provided.

2.1.2 Record numbers of women participating in accredited and non-accredited programmes.

2.1.3 Record qualitative information on impacts of women's participation i.e. women's stories.

## 2.2 BUILDING GRASSROOTS WOMEN'S LEADERSHIP AND FOSTERING PARTICIPATION IN A RANGE OF RELEVANT STRUCTURES AND CIVIL SOCIETY

### OUTCOME

Women's Collective Ireland will have engaged women in women's leadership programmes.

### MEASURES

- 2.2.1 Develop and deliver leadership programmes to build capacity, self-esteem and confidence in women to participate more fully in society.
- 2.2.2 Identify, promote and support grassroots women's participation in relevant fora, locally and national.
- 2.2.3 Record and evaluate the impact of leadership programmes on different groups of marginalised women.

## 2.3 BRINGING ABOUT A POSITIVE TRANSFORMATION IN WOMEN'S HEALTH AND WELLBEING

### OUTCOME

Women's Collective Ireland will connect with women, reducing isolation and promoting their physical health and mental well-being in line with our Well-being statement.

### MEASURES

- 2.3.1 Deliver and record programmes supporting women's physical and mental wellbeing.
- 2.3.2 Record our partnering work with other organisations locally and nationally to promote women's health and wellbeing.
- 2.3.3 Record sessions sharing good practice within Women's Collective Ireland on how to promote and support physical health and mental wellbeing among grassroots women.

## 2.4 ADVANCING GRASSROOTS WOMEN'S ECONOMIC EQUALITY THROUGH COMMUNITY EDUCATION AND TRAINING

### OUTCOME

Community-based women's economic literacy will be advanced/supported through community education and training in order to support women's access to cash, childcare, confidence and career building.

### MEASURES

- 2.4.1 Monitor and report women's participation in skills programmes.
- 2.4.2 Monitor barriers to participation, signpost and support access to skill training programmes.
- 2.4.3 Monitor and highlight women's economic inequalities and raise awareness/highlight with Government/statutory agencies i.e., Pre-Budget submission.

## 2.5 SUPPORTING WOMEN'S LIFELONG LEARNING, DEVELOPMENT AND PROGRESSION

### OUTCOME

Women's Collective Ireland will have highlighted need for and benefit of access to lifelong training and development and celebrated grassroots women's achievements.

### MEASURES

- 2.5.1 Record number of open and information days.
- 2.5.2 Number of key events celebrating women's achievements and progression.
- 2.5.3 Number of strategic partnerships with key bodies including ETBs, SOLAS, third level institutions.



## **STRATEGIC GOAL 3:**

Voicing the issues affecting grassroots women and increasing visibility

The Areas for Action identified under this Strategic Goal are:

### **3.1 STRENGTHENING GRASSROOTS WOMEN'S VISIBILITY, VOICE AND REPRESENTATION, SUPPORTING THEM IN CHANGING SOCIAL AND CULTURAL NORMS**

#### **OUTCOME**

Women's Collective Ireland will have raised awareness locally and nationally on gender equality and women's human rights, creating and spreading change in key areas affecting grassroots women, particularly those experiencing social exclusion.

#### **MEASURES**

3.1.1 Develop collective campaigning mechanisms for Projects to focus on locally and nationally on issues affecting grassroots women, and review and evaluate impact of campaigns.

3.1.2 Identify areas with women articulating local issues of local concerns.

3.1.3 Be represented on relevant structures locally and nationally.

3.1.4 Implement work plans to address women's visibility and voice.

3.1.5 Use a collective approach to raising awareness by marking key dates such as International Women's Day, Rural Women's Day and engaging women in a range of campaigns such as these.

## 3.2 WORKING IN PARTNERSHIP AND SOLIDARITY WITH OTHER ORGANISATIONS AND AGENCIES TO ADVANCE WOMEN'S EQUALITY

### OUTCOME

Women's Collective Ireland will have strategically worked and collaborated with others to identify and address the needs of women and challenge barriers to women's equality and participation, taking collective action for collective outcomes.

### MEASURES

- 3.2.1 Work in partnership with key relevant organisations locally and nationally.
- 3.2.2 Work in partnership on key relevant campaigns locally and nationally.
- 3.2.3 Work in partnership to further government commitments to grassroots women's equality.

## 3.3 VALUING AND MAKING VISIBLE GRASSROOTS WOMEN'S VOICES

### OUTCOME

Facilitating a women's space for constructive activism, Women's Collective Ireland will work to ensure women's voices are valued and considered in developing work plans and programmes.

### MEASURES

- 3.3.1 Research, identify and articulate the value of women's voices as agents of change.
- 3.3.2 Feed findings into relevant decision making and policy fora.
- 3.3.3 Provide accessible and blended programmes considering women's care responsibilities.

## 3.4 SUPPORTING AND WORKING IN SOLIDARITY ON THE ELIMINATION OF MALE VIOLENCE AGAINST WOMEN

### OUTCOME

Awareness raising of violence against women as a pervasive issue.

### MEASURES

- 3.4.1 Partner with relevant organisations locally and nationally to raise awareness on violence against women.
- 3.4.2 Signpost supports and services available to women.
- 3.4.3 Campaign on an annual basis for the elimination of violence against women.



## STRATEGIC GOAL 4:

Achieving sustainability: growing and developing as an organisation

The Areas for Action identified under this Strategic Goal are:

### 4.1 VALUING AND INVESTING IN STAFF

#### OUTCOME

Women's Collective Ireland staff will feel valued and heard in an inclusive and innovative organisation.

#### MEASURES

4.1.1 Provide training and professional development to staff.

4.1.2 Provide ongoing support and supervision to staff members.

4.1.3 Provide staff with a wellbeing package.

### 4.2 MAINTAINING GOOD GOVERNANCE

#### OUTCOME

Women's Collective Ireland will have ensured the highest levels of governance and accountability within the organisation.

#### MEASURES

4.2.1 Strengthen the Board of Directors by ongoing capacity building, upskilling and relevant governance training.

4.2.2 Support and value the roles of local Advisory Group members.

4.2.3 Maintain and develop our financial and governance systems and policies to ensure that the organisation fulfils all financial, employment and governance obligations and duties.

4.2.4 Report to relevant funders and comply with Charities Regulatory requirements.

### 4.3 PROMOTING AND COMMUNICATING ABOUT WOMEN'S COLLECTIVE IRELAND AS A NATIONAL ORGANISATION FOR GRASSROOTS WOMEN'S VOICE AND VISIBILITY

#### OUTCOME

Women's Collective Ireland will have claimed its space as a national grassroots women's organisation, communicating the issues affecting grassroots women and increasing their visibility.

#### MEASURES

- 4.3.1 Develop a clear external communications policy.
- 4.3.2 Raise our national profile through communications and social media campaigns.
- 4.3.3 Develop a collective rebranding process reflective of the organisation's vision and mission, which will be promoted locally and nationally.
- 4.3.4 Launch and promote our Strategic Plan 2022 – 2026.

### 4.4 DEVELOPING AND MAINTAINING STRONG INTERNAL COMMUNICATIONS

#### OUTCOME

Women's Collective Ireland will have created an environment for strong internal relationships to grow and develop.

#### MEASURES

- 4.4.1 Develop a clear internal communications policy.

4.4.2 Develop an internal news system, championing the work of local Projects.

4.4.3 Facilitate staff engagements and meetings.

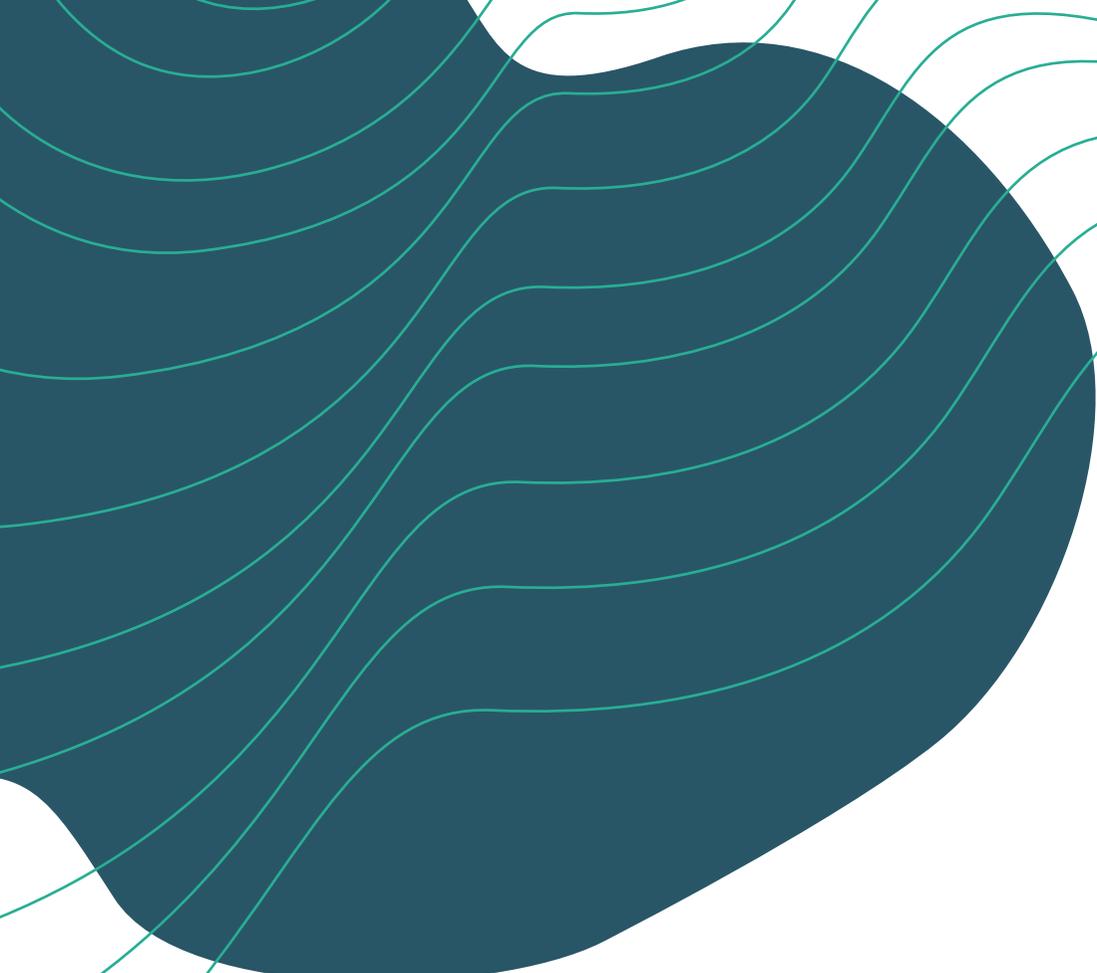
### 4.5 GROW AND BROADEN OUR REACH WHILE MAINTAINING AND GROWING RESOURCES

#### OUTCOME

To maintain the sustainability of Women's Collective Ireland we will have explored areas and opportunities for expansion of our work with women.

#### MEASURES

- 4.5.1 Engage with Government bodies to ensure the continuance of core funding.
- 4.5.2 Identify and lobby for resources to expand our work and our reach.
- 4.5.3 Identify, research and collect data on opportunities for expansion into new areas.



# IMPLEMENTING AND EVALUATING THE STRATEGIC PLAN

Women's Collective Ireland understands the importance of regulating, monitoring and evaluating our work and has identified key measures in this regard.

We will use qualitative and quantitative collation of data to assess how effective Women's Collective Ireland is in achieving our actions and in having an impact on grassroots women's lives.

- ⊙ **Case studies, surveys, and focus groups – all forms of collection of information.**
- ⊙ **Lead, support and promote research data collection to establish facts in relation to the experiences of grassroots women across the country.**
- ⊙ **Monitoring and evaluation to be used for accountability purposes will be shared through reports to our Board, our funders and other stakeholders.**

Each of our 17 Women's Projects will produce a yearly implementation plan including projected outcomes with a reporting mechanism three times a year:

- ⊙ **Monitoring and evaluation.**
- ⊙ **Annual and financial reports.**
- ⊙ **Ongoing communication is a catalyst to our work of improving internal learning, sharing collective learning and implementation of plan.**

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