



Strategic Plan
2016-2020





**Working to build a just and sustainable society where
human rights are respected,
human dignity is upheld,
human development is promoted
and the environment is valued and protected.**

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Introduction

This Strategic Plan continues the work of the previous plan 2011-2015, within the changing context of Irish, European and global concerns. It was developed by the Board of Social Justice Ireland with inputs from members and staff.

Social Justice Ireland is a non-profit organisation and is independent of any party political or commercial affiliation. Our principal sources of funding are membership fees, donations and grants.

Vision

Social Justice Ireland envisages a just and sustainable society where human rights are respected, human dignity is upheld, human development is promoted and the environment is valued and protected. It understands justice as a harmony that comes from fidelity to right relationships between people, institutions and the environment.

Mission

We give expression to this vision by addressing the structural causes of injustice whether these be economic, political, cultural or social. We do this by -

- Providing evidence-based research and coherent social analysis identifying sustainable futures, and pathways from the present situation towards a just and equitable future.
- Working to influence public policy promoting the development of a just society under a wide range of headings.
- Being a resource for other organisations and society on social justice issues.
- Promoting the core values of human dignity, sustainability, equality/human rights and the common good.
- Working in partnership with people, organisations and institutions in Ireland, the EU and worldwide.
- Working directly on policy issues, empowerment and communication.

Values

In carrying out our work we will adhere to the following values:

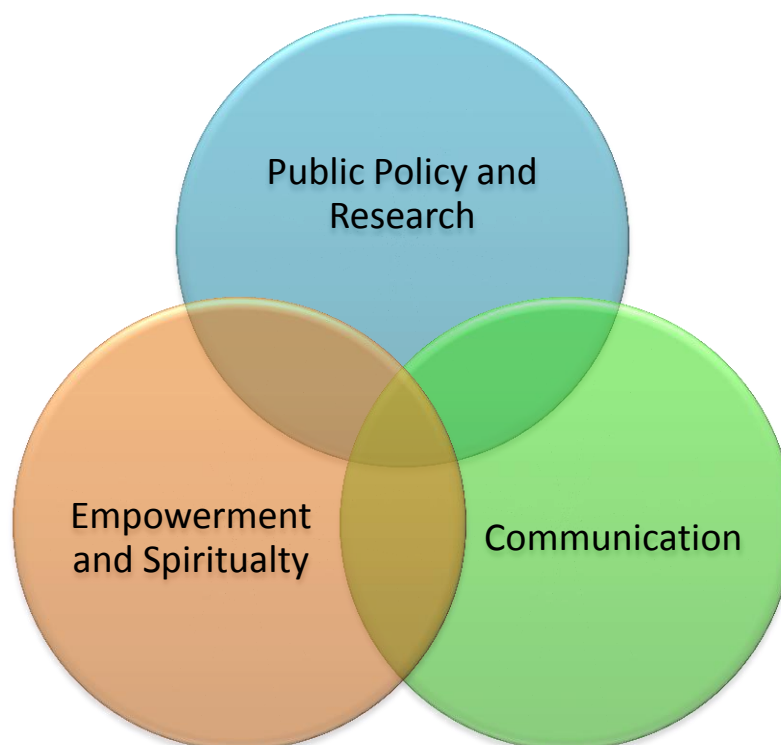
- **Excellence:** We will be a centre of excellence, credible and effective in all that we do.
- **Leadership:** We will be visionary about an achievable sustainable future and a **leader** for change.
- **Collaboration:** We will be responsive to policy, opinion, needs and environment, working **collaboratively** to build a just society.
- **Independence:** We will be independent in our mission, research and analysis of policy.

Working to build a Just Society

Our Core Programmes are designed to promote wellbeing and the common good, to bring real and lasting change to the lives of the poorest and most marginalised people – individuals, families and communities – in Ireland and the wider world. In practice this would mean:

- Every man, woman and child having what is required to live life with dignity i.e.
 - Sufficient income,
 - Access to the necessary services and
 - Active inclusion in a genuinely participatory society.
- Sustainability (economic, social and environmental) being a central motif in policy development, meaning that:
 - International economic competitiveness would be developed and sustained.
 - Economic development, social development and environmental protection would be recognised as different sides of the same reality, all interdependent.
 - Balanced regional and global development would be at the heart of the vision of Ireland's future.
- Equality and a rights-based approach would be at the core of public policy.
- The common good would be a constant goal of policy development.
- Education, mass media and religion would all be imbued by this vision and work for its attainment.

Core Programmes and Plans



Public Policy and Research Programme

Objectives

- To promote the following core values underlying public policy decisions:
 - human dignity,
 - sustainability (economic, environmental and social),
 - equality/human rights,
 - the common good
- To promote structures which enable these values to be developed in public policy.
- To seek to play an active part in the national public policy formation process by presenting feasible policy proposals which can contribute to the strategic vision of *Social Justice Ireland*.
- For the duration of this strategic plan the framework will be:

Macro-economic stability	Decent services and infrastructure	Just taxation	Good governance	Real sustainability
Fiscal and financial stability and sustainable economic growth	Secure services and social infrastructure	Bring Taxes towards EU average	Deliberative democracy & PPNS	Promote climate justice and protect the environment
Adequate Investment programme	Combat unemployment & under-employment	Increase taxes equitably and reduce income inequality	Reform Policy Evaluation	Balanced regional development
Reduce Ireland's debt burden	Ensure seven Social, Economic and Cultural rights are achieved	Secure fair share of corporate profits for the State	Social dialogue – all sectors in deliberative process	New indicators of progress and new Satellite National Accounts

Actions

- Underpin policy proposals with robust, evidence-based research,undertaking, commissioning and tendering for high quality research.
- Research and publish an annual *Socio-Economic Review*, an annual *National Social Monitor* and regular *Policy Briefings* on relevant topics.
- Lead a Budget project which includes the analysis and critique of Government's annual Budget.
- Organise an annual social policy conference on a relevant topic.
- Engage with Government and other relevant bodies on policy issues as appropriate.
- Maintain representation on a range of public bodies as appropriate.
- Facilitate events in support of these strategic objectives.

Empowerment and Spirituality Programme

Objectives

- To educate and train people in social policy and social justice so that they can play an effective role in policy development in local, national and international contexts.
- To promote a spirituality that supports and underpins the development of our vision of a just society.
- To strengthen and expand our networking capacity and regional presence, and our involvement with European and international networks.
- To build strategic partnerships in furtherance of our aims.

Actions

- Resource, support and develop the MA in Social Justice and Public Policy programme in the Waterford Institute of Technology.
- Engage in public education and awareness on public policy at local, regional and national level.
- Network with other groups and organisations.
- Support the formation and development of Public Participation Networks (PPN).
- Promote the values we identify as central to the development of our vision of a just society.
- Continue to strengthen our regional presence.

Communication Programme

Objectives

- To influence Government, Opposition, Social Partners, policy makers, the media, Churches, the EU and the general public to achieve changes in policies, programmes and behaviours which impact on poverty, inequality, social exclusion, sustainability and related issues and help to build a just society.
- To be an effective, coherent, credible and respected voice in all that we do.
- To contribute to framing national debate.
- To present an achievable message in a way that can be espoused by others.
- To develop campaigns around achievable outcomes.

Actions

- Develop a Campaigning Advisory Group and an annual strategic communications plan, which will cover the continued development of
 - Socialjustice.ie as a comprehensive information resource on public policy.
 - Media presence, and media coverage of our events, publications and vision nationally and regionally. This involves both traditional media (print / radio / TV) and Social Media (Facebook, Twitter etc)
 - Dissemination strategy for our range of research reports, policy briefings, other publications targeting a variety of audiences, both technical and non technical.
- Respond to policy developments as appropriate

Organisational and Structural Development

Objectives

- To achieve sustainability as an organisation, securing and maintaining current capacity.

- Securing finance and long-term financial stability (to maintain capacity the existing resource base needs to be financed into the future, including directors' salaries).
- Implement the plan for organisational development so that the organisation can: contribute to framing national debate, expand regionally, target a younger demographic, increase communication and enhance its corporate profile.

Actions

- Continue to be governed by a Board of 15 members plus the executive directors, elected according to the rules of the organisation. The Board will work to ensure that the organisation is a model of good practice in all areas of governance.
- Host an Advisory Academic Council and National Advisory Council which will meet from time to time to advise the Board on matters being undertaken by the organisation. Members of these Councils will be appointed by the Board.
- Combine both paid employees and volunteers to carry out its work.
- Develop our membership and our services to members.
- Develop a financing structure and plan to ensure this Strategic Plan can be implemented in full.
- Secure infrastructure appropriate to the delivery of this Strategic Plan, including office space, ICT capacity etc.

Monitoring and Evaluation

- *Social Justice Ireland* will continually monitor and evaluate the output and impact of the work undertaken by the organisation. Effective monitoring and evaluation of our work will enable us to be more accountable to members, donors and supporters and to demonstrate impact.
- Each year the Executive Directors will draw up a detailed annual operational programme to deliver this plan's objectives. The Board will approve the operational programme and monitor progress and implementation on a regular basis. This Strategic Plan will be adjusted, as appropriate, to take account of organisational learning and changing circumstances.

Annex: Seven Core Social, Economic and Cultural Rights

The development and recognition of human rights has been one of the great achievements of the 20th century. In the 21st century human rights are moving beyond civil and political rights to embrace social, economic and cultural rights. In this context *Social Justice Ireland* believes that every person has seven core rights that should be part of our vision of the future i.e.

- the right to sufficient income to live life with dignity;
- the right to meaningful work;
- the right to appropriate accommodation;
- the right to relevant education;
- the right to essential healthcare;
- the right to real participation and
- the right to cultural respect.

Policy decisions should be moving towards the achievement of each of these rights. Care should be taken that decisions are not moving society or the economy in the opposite direction.

Social Justice Ireland is an independent think-tank and justice advocacy organisation that advances the lives of people and communities through providing independent social analysis and effective policy development to create a sustainable future for every member of society and for societies as a whole.



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