

# TASC

## 5 Year Strategic Plan

### 2022 - 2027



Celebrating  
**21** Years

Addressing inequality and sustaining democracy since 2001

# Contents

<b>Introduction</b>	<b>3</b>
<b>About TASC</b>	<b>4</b>
<b>Vision, Mission and Values</b>	<b>5</b>
<b>Our Strategic Objectives 2022 - 2027</b>	<b>6</b>
<b>Our Work Goals</b>	<b>7</b>
<b>Looking to the future</b>	<b>12</b>

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# Introduction

## Forward from the Chair and Director of TASC

Since our last strategy for 2018-2020, we have experienced a pandemic and its economic fallout, the implementation of Brexit, the war in Ukraine, and the continued rise of authoritarianism and political extremism, especially on the far right, across the world. This requires clear thinking among democrats on how to defend and deepen democracy and to share prosperity. TASC's work is therefore more relevant than ever.

In 2021, TASC's Board made the decision to concentrate on our funding strategy. As a result, TASC prioritised diversifying our income streams and delayed publishing our new strategy document. At the same time, TASC has continued to evolve, therefore requiring a more rigorous and lengthy discussion on strategic aims and priorities.

During the strategy period from 2022 to 2027, TASC intends to expand and strengthen our work streams of economic inequality, social inclusion, democracy, and climate justice. We may also add a health stream, as our research in this area continues to develop. Our objectives are to expand our work in the policy area with policy makers as well as our capacity to support other civil society organisations in Ireland and the EU. Our commissioned project work, public education through the media, events and other platforms, and training continue to develop in line with our **mission of translating research into action.**



Mike Jennings  
**Chair, TASC**



Shana Cohen  
**Director TASC**

# About TASC

## An Independent and Respected voice.

TASC's work currently addresses four critical areas for a flourishing society:

1. Economic Inequality
2. Social Inclusion
3. Climate Justice
4. and Democracy.

## Our work consists of four principal activities:

- conducting policy analysis
- initiating and contributing to public awareness and understanding of policy
- engaging with policymaking and policy makers
- and supporting social change and climate justice within communities.

We use our research to improve frontline services and to develop innovative projects. Our work seeks to devise effective responses to longstanding issues like poverty, health inequalities, the decline of democratic institutions and mechanisms for achieving political consensus, and climate change, as well as more immediate crises, like the cost of living and energy poverty. We are also increasingly focused on how to improve social mobility in an era when digitalisation and other factors are transforming labour markets.

In order to achieve greater economic equality, and with it, climate justice, social inclusion, and stronger democratic institutions, policymakers, civil society organisations, unions and communities require creative, far-reaching policy agendas and practical interventions. TASC has contributed to both in Ireland and the EU for over twenty years, and will continue to do so over the next five years.



# Vision, Mission and Values



## VISION

### Vision

A sustainable, flourishing society characterised by economic equality, with strong public engagement in politics and an accountable government.



## MISSION

### Mission

To develop policies and solutions using evidence-based research and analysis on economic inequality. To work nationally and internationally, in partnership with other organisations, to catalyse momentum for progressive change, especially for those marginalised from both political decision-making and economic opportunity.



## VALUES

### Values

We believe that greater economic equality is unequivocally positive for society as a whole; as it improves wellbeing for everyone.

TASC is a think tank dedicated to championing the value of equality, human rights, democratic accountability and sustainability in the context of 21st century Ireland and the European Union.

We believe that the social costs of inequality include financial uncertainty, poverty, poor health, crime, and low educational attainment. Inequality undermines not only individual human potential but also the functionality of society and democratic political processes.

We believe that economic growth for its own sake is unsustainable and must be assessed for its impact on the environment, society, and public trust in the state. Economic growth must strengthen, rather than undermine, democratic institutions, so as to create a virtuous cycle of public engagement and effective policymaking that in turn enables social solidarity and human fulfilment.

Recognising the scale of the challenges that face Ireland and Europe, TASC is committed to pursuing policies that truly generate progressive change.

# Our Strategic Objectives 2022 - 2027

1. Conduct and publish research that benefits the public and contribute to policy debates.
2. Design and deliver public education projects and events that generate greater solidarity and a fairer, more democratic and sustainable society.
3. Develop progressive policy responses to regional, national, and local challenges across Ireland and the EU.
4. Partner with other civil society organisations, unions, government bodies, and the private sector across Ireland, Europe and globally.
5. Continue to diversify raising awareness outside of conventional methods.



## Our Work Goals

We will continue to conduct policy research and analysis, translate our research into public education projects, organise events, and disseminate our work through diverse social media and other outlets. However, in order to confront the challenges and threats facing not just the European Union, but also countries in the Global South and the United States, we will look to collaborate more across borders with other NGOs. Without addressing inequality and sustaining democracy, the EU and democracies around the world will falter.

Our work over the past several years has been divided into four streams – economic inequality, social inclusion, climate justice, and democracy. At the same time, almost all our projects intersect in some way or another. This work has included the initiation of a series of conversations with political and community leaders. For instance we have begun a new conversation series around the Shared Island initiative with the Department of the Taoiseach. In addition, health inequalities have become more critical to our work, and may warrant the development of a fifth stream over the next five years.

To continue generating attention to our work and increase our impact at a local, national, and international level, we intend to grow our media presence through engaging in multiple social media platforms as well as through the traditional streams of print media, radio, and television. Raising our profile and our influence as a progressive think tank, so that progressive policies are more widely understood and debated, are our primary priorities over the next five years.

Beyond publishing our own reports and translating our research into action, TASC will expand its support for other charities to increase their effectiveness and their capacity to advocate, especially for marginalised, conventionally underrepresented people.

## Climate Justice



### Our Goal:

Build public support for a Just Transition by tackling inequality and raising standards of living through the delivery of climate solutions.

### Actions:

1. Strengthen and expand our work with communities across the island of Ireland to integrate community-led local development with climate action.
2. Build upon current climate justice momentum by supporting capacity-building, community wealth building, and establishing local People's Transition networks.
3. Develop climate justice strategies that ensure the inclusion of underrepresented groups in society.
4. Raise TASC's profile in climate justice amongst communities, policymakers and relevant stakeholders.

### What Success Looks Like:

- Increased demand for TASC's People's Transition model across communities and councils in Ireland, Northern Ireland, and Europe.
- Policymakers view TASC's People's Transition model as an enabler of community-led local development.
- Increased involvement in multi-national efforts focusing on Just Transition, climate action and related topics.
- TASC with its partners will create a virtuous cycle of demand for climate action, thus accelerating progress towards Europe's climate targets.







### Our Goal:

Raise awareness about the causes and consequences of inequality in Ireland and Europe.

### Actions:

1. Deepen TASC's expertise on various aspects on economic inequality. This includes the built environment, income and wealth distribution, and public services.
2. Further develop TASC's organisational expertise in housing.
3. Partner with other researchers and organisations to address and understand the challenges posed by inequality in Ireland and Europe.
4. Focus on policy in the above research areas by openly making presentations to government, awareness raising, and media engagement.

### What Success Looks Like:

- The TASC Inequality Report continues to be impactful and a reference for policy makers.
- TASC acknowledged as the 'go-to' in progressive analyses of housing, as it is in the area of economic inequality.
- Regular presentations of TASC's inequality work in government and parliamentary forums.
- Consistent collaboration and partnership with other organisations working in areas related to inequality (CIOB, FEPS).
- Integrated analysis of economic inequality with the other TASC main workstreams such as climate justice and democracy.



## Social Inclusion



### Our Goal:

Improve conditions for marginalised individuals and groups, giving them the social and economic tools to thrive and live full lives.

### Actions:

1. Develop and expand TASC's public education initiatives that benefit individuals and groups commonly socially and economically marginalised within Irish society.
2. Continue to collaborate with community organisations and policy makers to improve access to high quality services.
3. Broaden the reach of our social inclusion work to include cross-border and international partnerships.
4. Raise TASC's profile for its social inclusion work amongst policy makers, communities and other relevant stakeholders

### What Success Looks Like:

- TASC's work on social inclusion is cited consistently by policy makers.
- Further expansion of TASC's successful Financial Resilience training programme.
- The development of new social inclusion public education projects.
- Continued partnership with other civil society organisations on social inclusion.
- TASC is recognised for its contribution to social inclusion in Irish society.
- TASC is recognized for its contribution to social inclusion at EU level.
- Contribute through our social inclusion work to decreasing economic divisions in Irish society, such as the digital divide.





## Our Goal:

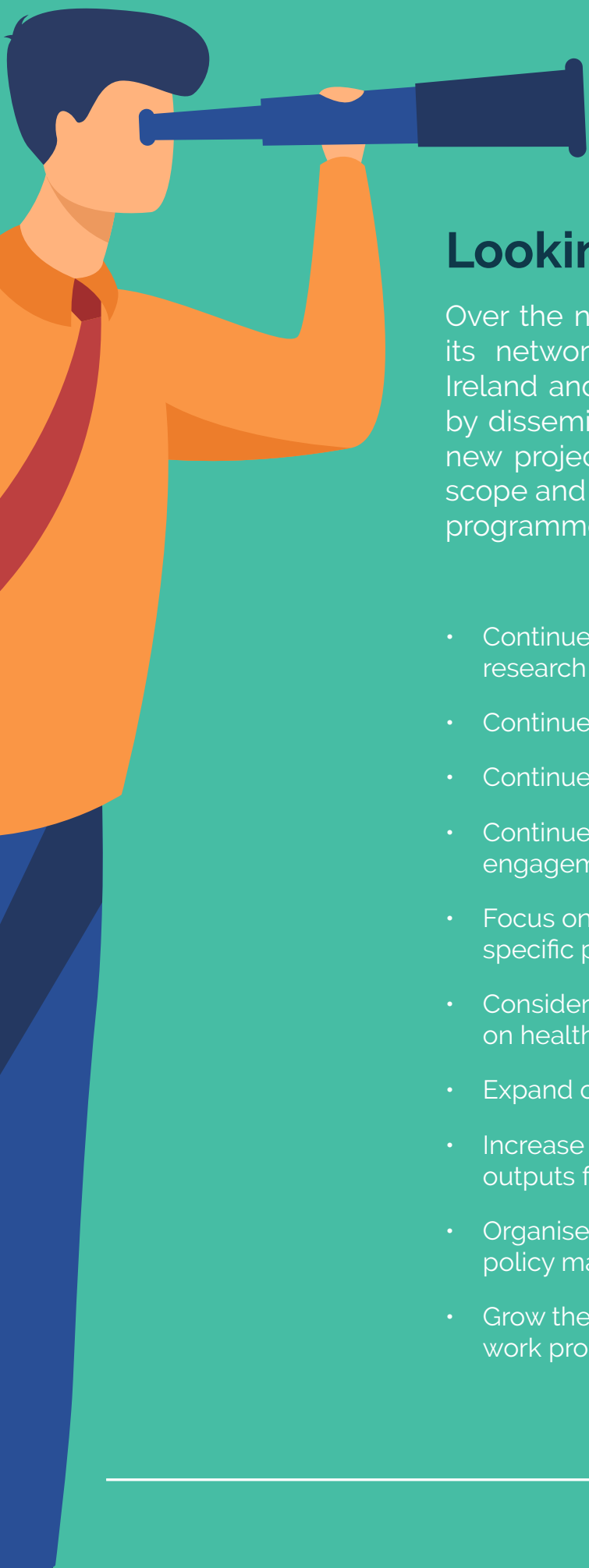
Explore and develop innovative ways of encouraging democratic participation by citizens while demonstrating the value of democracy as a political system.

## Actions:

1. Strengthen capacity for citizens to engage with public institutions and contribute to policy-making. Disseminate our research and promote innovative avenues for citizen input.
2. Stimulate debate about the health of democracy, examine how to embed equality of citizenship in all its dimensions, and identify the criteria for a free representative and accountable system which avoids a drift to authoritarianism evident in parts of Europe.
3. Ensure key decision-makers are involved in, made aware of and persuaded by the results of TASC's democracy research.
4. Co-operate with other organisations to safeguard democratic institutions, improve transparency, accountability, strengthen lobbying rules, and multiply the impact of our work.

## What Success Looks Like:

- TASC's work on democracy equips citizens to avail of opportunities to input into decision-making.
- More engagement from individuals and groups who conventionally vote less and express greater distrust in politics such as young people.
- TASC's work leads to the adoption of democratic innovations at a local, national and EU level.
- Continue to participate at national and international forums concerning democracy.



## Looking to the future

Over the next five years, TASC will look to expand its networks and the audience for its work in Ireland and across the EU. TASC will achieve both by disseminating its work more widely, supporting new projects and partnerships and increasing the scope and impact of current education and training programmes.

- Continue to independently produce progressive research and analysis on our 4-5 workstreams.
- Continue to diversify funding sources
- Continue to strengthen internal governance
- Continue to expand our reach, followers and engagement on social media
- Focus on a progressive policy vision as well as a specific policy agenda
- Consider the development of a fifth stream focused on health inequality
- Expand our policy network in Ireland and Europe
- Increase publication of blogs, reports, and other outputs from our network and other sources
- Organise engaging events to highlight our research in policy making and services
- Grow the TASC team to support our ever-expanding work programme.



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