

Realising Rights Strategic Plan

2019—2021

Nasc, the Irish word for 'link',
empowers migrants to realise
and fulfil their rights.



Nasc





Nasc's Vision

Nasc works with migrants and refugees to advocate and lead for change within Ireland's immigration and protection systems, to ensure fairness, access to justice and the protection of human rights.

Nasc's Goal

To realise the rights of all migrants and refugees within Irish society.

Nasc's Goals

1 Realising Rights

2 Achieving Systemic Change

3 Societal Inclusion

4 Advocacy

5 Governance

Nasc's Values

All our work is underpinned with these values.

- Respect for those who use Nasc's services, and all those who work or volunteer with Nasc, or who we engage with
- Empowerment of migrants to determine their own path
- Inclusion of all
- Professionalism within service delivery, advocacy and engendering systemic change.
- Integrity in delivering on our mission
- Partnership with all those seeking to realise rights for migrants.

Nasc's Achievements 2016-2018

Nasc are very proud of our achievements over the last strategic planning period and here is a brief outline of our impact.



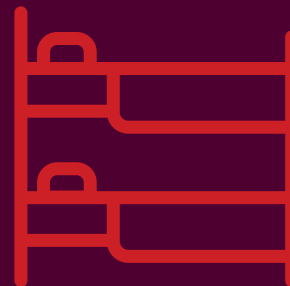
Legal Service

Thanks to additional funding from the Office for the Promotion of Migrant Integration we were able to increase the capacity of our legal service. Together with funding from the Asylum Migration and Integration Fund this resulted in almost a threefold increase in the people supported in 2018. Over the period Nasc supported 3,612 individual clients, delivering interventions across a range of immigration and protection related issues. We also reunited 76 refugee families who were separated by conflict or persecution.



Advocacy and Campaigning

Nasc launched our successful Safe Passage Campaign in late 2016, calling for safe and legal pathways for refugees seeking protection on our shores. This campaign directly resulted in the introduction of Refugee Community Sponsorship in Ireland. We were proud to support the first community in Ireland to welcome a refugee family into their community. This campaign also led to the introduction of the Irish Refugee Protection Programme Humanitarian Admission Programme (IHAP) which provided a pathway for refugees to be joined in Ireland by extended family members.



Direct Provision

Through our participation in the Working Group on Direct Provision and the Protection Process and subsequent advocacy and campaigning with our partners on the implementation of the key recommendations in the report, we have seen significant improvements to Ireland's reception system including: opting into the Receptions Conditions Directive and access to the labour market; oversight of the Ombudsman and Ombudsman for Children; increases in the Direct Provision Allowances; and the improvement of physical conditions, including the introduction of cooking facilities and living areas in many centres. Through our work on the Standards Advisory Group we worked on the development national standards that will apply across all Direct Provision Centres in Ireland. These standards, when implemented, will fundamentally transform our reception system and will form part of the tendering process.

Introduction



As Chair of the Nasc Board I am pleased to provide a brief introduction to our new Strategic Plan, which will guide our work over the next three years.

This is a living document that will be subject to periodic review to ensure that we remain on track to respond effectively to the critical emerging needs of our migrant and refugee communities. Our Plan, and the corresponding work plans we've developed internally, are the result of many months of intense work conducted by the Nasc Board and staff team and with the assistance of an external evaluator, Brian Harvey. It incorporates the views and suggestions of a number of key stakeholders, including those from the communities that we serve.

We have thoroughly analysed our external operating environment

and have also incorporated the outcomes of an independent evaluation which was completed in early 2019. Additionally, we have undertaken a root and branch review of all our work, evaluating our successes, and learning from the challenges we have faced. We have updated our vision and mission statement to better reflect the work and goals of Nasc into the future.

The demand for our services has continued to grow over the last three years, reflecting the increasing numbers of refugees and asylum seekers coming to our shores seeking safety. Globally, we

are in the midst of a refugee crisis that has seen over 68.5 million people displaced around the world. As a direct response to this, we have deepened our work in refugee resettlement and the asylum process and direct provision.

These critical factors have had a strong influence in establishing our strategic priorities and in our decision to retain our broad-based work across both immigration and asylum issues. We plan to continue to respond to the global refugee crisis in an effective and pragmatic way.

In order to reflect on the overall direction of our work over the coming period, we took one critical focus: how can Nasc work best to enable all migrants, including those fleeing in the current crisis, to access justice and human rights. The answer was found by examining our strengths and weaknesses as well as emerging opportunities and challenges. We concluded that our greatest strength, at both a beneficiary and systemic level, lay in the extraordinary expertise within Nasc and in our current operating model — the delivery of a high quality legal information and advice service

that acts as a gateway to migrant communities and provides a strong evidence base to effect positive social change for some of our most vulnerable and marginalised communities. Our direct service is also the aspect of our work that is most needed and valued by our constituency. Our focus then turned on how to strengthen and deepen this work and how to make the most effective use of the rich evidence base that it provides.

In the funding context, we will continue to diversify our funding base. Additionally, the Nasc Board are committed to fully participating in all aspects of fundraising.

With this plan, we seek to build upon our existing strengths, strategically position ourselves to effect positive social change, and capitalise upon upcoming opportunities. We will also protect the organisation against financial challenges and will work together to empower and realise the rights of all migrants and refugees within Irish society

Othman Al Dawamenah

Outcome 1

Realising rights

- Providing the highest quality of administrative, practical and legal support to our clients to vindicate and realise their human rights
- Engaging with over three thousand clients between 2019 and 2021, to enable, empower and advocate for people to realise their rights, link with appropriate State and non-State services, ensuring integration and social inclusion.
- Ensuring accessible web-based supports that may assist clients with the information they require, coupled with the potential for follow up clinic supports
- Ensuring that vulnerable migrant and refugee children and young people are fully integrated and can participate actively in Irish society through the *Connect* project work.
- Linking our clinic and information provision work to provide a strong evidence base to achieve systemic changes that are needed within Irish immigration and protection systems and processes.
- Effectively communicating Nasc's achievements and impact. Utilising the strong evidence base coming from our direct client work to amplify Nasc's key messages and policy and advocacy goals.



Outcome 2

Achieving Systemic Change

- Utilising the evidence base from our legal clinics to identify key policy asks and advocate for change within Ireland's migration systems.
- Providing legal analysis, and legal and policy solutions to ensure human rights-based immigration and protection system, in particular relating to rights-based migration decisions, and rights-based protection decisions.
- Leading proposals to ensure migrants have access to family reunification, including through advocating for law reform.
- Proposing policy solutions that will ensure those within the asylum system have dignified and rights-based reception conditions, wherein the key policy solutions will ensure that the civil, political, social, economic and cultural rights of asylum seekers can be respected, protected and secured.
- Pending the introduction of a rights-based reception system for all asylum seekers, advocate for the continued implementation of outstanding reforms from the McMahon Report.
- Monitoring the implementation of the Reception Regulations 2018 and progressing reforms to oversight and complaints mechanisms within the direct provision system (as currently constituted).
- Engaging with State and non-State organisations to embed rights-based approaches to reforming Ireland's migration systems, in particular within the fields of family reunification, reception conditions, refugee resettlement and advancing access to justice and rights for migrants and refugees and their families.
- Providing effective communication to migrants and others around our ambitions for leading systemic change, including opportunities to embed lived experiences within our campaigning work.
- Campaigning and communications will be grounded in experience, knowledge, reality, understanding and constructive suggestions; having something to say instead of having to say something
- Empowering migrants to utilise administrative and legal systems to achieve systemic changes within Ireland's migration regime.
- Build upon our organisational links with others within the migrant and social justice field, both nationally and internationally, to bring about change in order to move towards a more just, equal and rights-based society.



Outcome 3

Societal Inclusion

- Integration and social inclusion will continue to be woven into every aspect of Nasc's work. We will continue to support key agencies such as Cork City Council and through our membership on the Local Community Development Committee (LCDC), to ensure that integration planning is one of the key strategic objectives of the Council.
- We will continue to monitor the implementation of the National Integration Strategy and work with all the key state agencies to ensure their services respond to and meet the needs of migrant communities, and that migrants have the capacity and opportunity to fully integrate into the cultural, political, and economic aspects of life in Ireland.
- We will engage with all communities, migrants, ethnic minorities and wider society to shape and positively inform the current narrative on migration, integration and inclusion and we will work to combat racism, discrimination and islamophobia.
- We will work towards making Ireland a welcoming and safe place for all migrants in partnership with migrants, local authorities, schools, colleges and universities. Nasc will be the one of the leading Irish organisations with expertise in integration planning and integration policy proofing.
- Nasc recognises that effective integration and social inclusion of refugee families begins at a community level and we will continue to lend Nasc's expertise as the leading change-maker in community —based sponsorship for refugees in Ireland. We will scale and grow Refugee Community Sponsorship throughout Ireland and embed it as a permanent feature of Ireland's resettlement programme.

Outcome 4

Organisational Development

- Secure funding to place Nasc on an appropriate financial footing, to enable it to meet the outcomes of this, and future, strategic plans.
- Communicate with funders on the significant contribution their support had made to meeting Nasc's strategic objectives.
- Establish/Launch/Relaunch a 'Friends of Nasc' fundraising drive in order to seek the support of wider society in realising our ambitious strategic plan. This will be linked with wider Nasc@Twenty events.
- Continue to ensure compliance with legal obligations relating to fundraising, charities law, lobbying, and ensuring best practice as regards governance of the organisation.
- Build capacity within our Board of Directors within areas of advocacy, financial management and social policy, and ensure our Board of Directors are reflective of Ireland's diverse societies.
- By 2020, review Board membership, to ensure that it fits the current needs of Nasc, as regards skills sets, ranges of experiences, and adopt best practice models to ensure continuance of Board expertise, mixed with bringing on new Board experience.



Nasc

Migrant &
Refugee Rights

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