

Nasc, Migrant and Refugee Rights Centre

Strategic Plan

Abridged

2022 - 2024



Nasc

Migrant & Refugee Rights



This document is a statement of Nasc's strategic objectives and goals for 2022-2024 published for the purposes of the CEO recruitment process.

Vision

An inclusive and equal Ireland that realises the rights of all refugees and migrants.

Mission

To deliver a range of services for, and with, migrant and refugee communities.

To promote equal participation by migrants and refugees in the social, cultural and economic life in Ireland.

To use our expertise to inform and influence national immigration and protection law and policy.

Our 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 and refugees 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.

Who we are

- We are leaders in national advocacy campaigns.
- We have recognised expertise and long-standing experience in the issues facing migrants and refugees in Ireland.
- We have a deep trusted relationship with our service users which drives prioritisation of advocacy and integration programme objectives.
- We are experts at developing evidence-based and impactful integration programmes for targeted vulnerable groups within the migrant and refugee sector.
- We have a highly skilled and experienced professional body of staff and volunteers.

What we do

The work of Nasc focuses on 3 key strategic areas:

1. Advocacy and Information Services: we provide free, confidential and expert information on matters relating to immigration and protection.
2. Policy, campaigning and communications: we contribute to, shape and influence the local and national discourse on immigration and protection.
3. Integration programmes: we work with individuals, groups and communities to promote integration.

Strategic Objectives

Strategic Objective 1: Secure positive changes to immigration law and policy.

Strategic Objective 2: End Direct Provision and reform the international protection system.

Strategic Objective 3: Continue to improve our existing services to ensure that the needs of individuals and groups most at risk of marginalisation are met.

Strategic Objective 4: Develop and embed an organisation-wide social impact framework.

Strategic Objective 5: Develop effective communication strategies for all stakeholders.

Strategic Objective 6: Sustain Nasc as an organisation built on the principles of integrity, respect and trust.

1. Secure positive changes to immigration law and policy

Our goals are to:

1. Ensure greater access to family reunification for beneficiaries of international protection by amending the International Protection Act 2015.
2. Advocate for fairer and more equitable access to once-off admission schemes such as the International Humanitarian Admission Programme (IHAP) and the Afghan Admission Programme (AAP).
3. Reform immigration policy to place residency permissions and processes on a statutory footing with clear rights and entitlements and push for a permanent residence immigration permission.
4. Advocate for migrant children in care to ensure that they receive supports to obtain a secure residency permission which allows them to fully participate in life in Ireland including access to third level education.
5. Reform current policies to ensure that migrant victims of domestic violence can secure an independent residency status through a quick, fair and consistent system.
6. Advocate for effective legislation to deal with hate-motivated crimes.
7. Advocate for safe and legal pathways for refugees and people in need of international protection to come to Ireland including through expanding community sponsorship and developing complementary labour and education pathways.

2. End Direct Provision and reform the international protection system

Our goals are to:

1. Achieve full implementation of the White Paper on ending Direct Provision and the realisation of the Day Report through bringing about an end to Direct Provision.
2. Reform the International Protection refugee determination process to ensure that international protection applicants receive high quality decisions in an efficient manner.
3. Advocate for independent inspections of all congregated settings where applicants for international protection are accommodated until such time as all reception, emergency and direct provision centres are closed.
4. Ensure that people with lived experience of direct provision and international protection are centred in the discourse.
5. Ensure that STAD, Standing Together Against Direct Provision, currently hosted by Nasc, is supported to become a leading voice on direct provision and seek funding to appropriately resource its work.

3. Continue to improve our services to ensure that the needs of individuals and groups most at risk of marginalisation are met

Our goals are to:

1. Ensure that our Advocacy and Information Service remains a leading source of expert, free and confidential information and advice on immigration, protection and reception in Ireland.
2. Deepen our strategic casework and build links with law firms to advance strategic cases on a pro-bono basis.
3. Train mainstream organisations on immigration and protection law as well as best practice in working with migrants, refugees and asylum-seeking communities.
4. Ensure that in moving to a blend of online and in person service-delivery, all of our services remain accessible to all of our users.
5. Ensure that our service users have opportunities to feedback on their experience of our services and feed into the development and evolution of our services.
6. Create service development plans which outline key priorities and **goals, and which are systematically used to benchmark Nasc's** planning and implementation.
7. Each service should be able to adapt to changing needs of our service users.

4. Develop and embed an organisation-wide social impact framework

Our goals are to:

1. Develop an outcome framework and data management system for all casework across our services to ensure that we accurately capture and communicate the depth and breadth of work carried out by our services.
2. Develop and implement a standardised approach to evaluations across all projects.
3. Ensure that our policy and national advocacy work is impactful. Our policy positions should be grounded in the data and lived experience of those accessing our services.

5. Develop effective communication strategies for all stakeholders.

Our goals are to:

1. Strengthen the organisation's communication strategy to effectively share project successes and best practice models to a range of stakeholders (public, service users, funders and collaborators).
2. Create a digital media strategy to increase our digital (including social **media**) impact and reach.

6. Sustain Nasc as an organisation built on the principles of integrity, respect and trust.

Ensuring that Nasc is run to the highest standards, our goals are to:

1. Secure funding to place Nasc on an appropriate financial footing going forward. This includes building diverse funding models for our core services to ensure that Nasc can withstand financial emergencies.
2. Continue to communicate effectively with funders on all aspects of project implementation, outcomes and successes.
3. Ensure compliance with legal obligations relating to fundraising, charities law, lobbying and governance.
4. Ensure governance structures are based on best practice standards and are responsive to the evolving needs of the organisation and are reflective of **Ireland's** diverse society.
5. Nurture staff through effective leadership and training to develop a culture that encourages staff initiative, quality work and delivery on **Nasc's** remit. Embed practices to ensure staff well-being is supported in all areas of work.