

New
Communities
Partnership
Strategic Plan

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Chairman's Forward

We are delighted to present the New Communities Partnership (NCP) Strategic Plan for the period 2023-2027. This comprehensive plan embodies a vision, mission, strategic goals, and actions that have been collaboratively developed and agreed upon by all members of our esteemed staff and the board of management. Throughout 2022, our whole organisation participated actively in the consultation processes, to ensure a common vision for NCP by 2027, one that is deeply inspired by the beneficiaries and clients served.

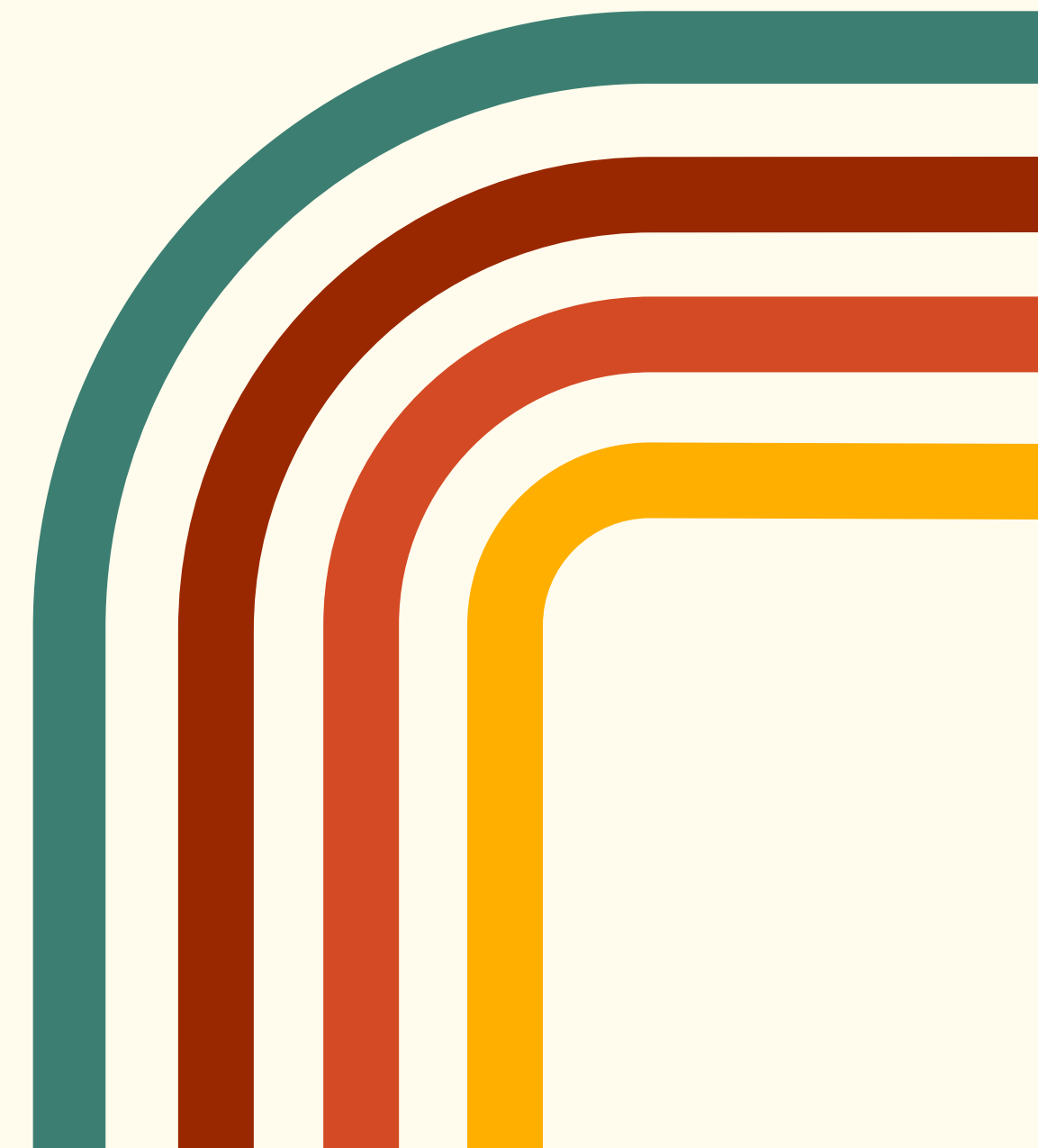
This document serves as a testament to our renewed commitment and engagement towards all the migrant communities in Ireland, as well as our support for individuals and their families across the country. When reflecting on the principles and origins of our organisation, we reaffirm NCP as a migrant-led organisation, with a strong network of migrant partnerships and associations that inform our objectives and hold us accountable for our services. The core of NCP lies in self-representation and advocacy for migrant rights to ensure their access to education, health, employment, justice, and the development of a sense of belonging to the Irish society. The goals outlined in this Strategic Plan, truly embody the essence of NCP.

Following the challenging years of the Covid-19 pandemic, which continue to impact our migrant communities, the validation and recognition of our organisation's efforts in maintaining high-quality, effective, and timely responses to our client's needs have been further strengthened.

Throughout the pandemic, most of the services provided by our dedicated NCP staff remained available, despite the increased demand for services such as the Migrant Family Support Service (MFSS), the Social Inclusion and Community Activation Programme (SICAP), and the Citizenship Application Support Service (CASS). These services had to adapt to remote/online appointments and communications, allowing us to reach a greater number of clients, as evident in our Annual Reports for 2020 and 2021.

We want to extend our sincerest gratitude to each member of our NCP staff for their resilience and flexibility in adapting to the new context. Their unwavering motivation and supportive approach to modernising our services enhancing our professional capacity and readiness to implement new initiatives in the coming years.

Additionally, we would like to express our appreciation to We also want to our valued funders: The Department of Rural and Community Development; Pobal SSNO, the Department of Children, Equality, Disability, Integration, and Youth; TUSLA and Dublin City Council.



CEO Statement

This year, we have taken significant strides in advancing our strategic goals by refreshing our previous five-year plan. Over a period of months, this process involved a multitude of participants including, Board members, staff, interns, and volunteers who provided invaluable input and engagement. Through this collaborative effort, we have solidified our strategic goals and developed initiatives that leverage NCP's strength of mission, vision, and our core values that lay the foundation of the organisation's central programmes and services.

While our journey towards becoming an expanded and effective organisation has shown remarkable progress, we remain mindful of the complexities inherent in transformative organisational changes. We have recognized and addressed gaps in our experience and capabilities, fortifying the resilience that has enabled us to navigate uncertainty with confidence and self-awareness.

NCP continues to be an important strategic partner in elaborating and shaping policies that fosters migrants' integration strategies. Our longstanding commitment to our members and migrants with reliable services, and accountability, is at the heart of everything we do. Moving into 2023, as we celebrate our twenty years of existence, we are keenly focused on achieving effectiveness and upholding our values. Even in these challenging periods, we shall continue to achieve our mission and vision while ensuring continued fiscal growth.

The development of NCP's 2023 – 2027 Strategic Plan was created in consideration of these inputs and feedback, while recognizing the importance of flexibility and adaptability in response to unforeseen local or national changes. Particularly noteworthy is the impact of the Covid-19 Pandemic, which has affected NCP and the rest of the world. Many of our plans for the past 2019 – 2021 planning cycle were paused and transformed virtually by the pandemic as NCP had to change to emergency response or alter many programmes for periods of time. Therefore, some of the elements of this plan, may be similar to our previous plans that did not come to fruition.

Nevertheless, the essence of the five-year strategic plan remains the same and is built upon the expectations of individuals of the individuals, families, and members we serve, as well as the stakeholders, including funders and communities, who rely on us.

NCP services begin, exist and end with our mission – to advocate and provide informed choices and possibilities to migrant individuals, families, and groups. As such, client outcomes, client satisfaction and excellence in services is at the top of the map. The mission of NCP revolves around advocating for and providing informed choices and possibilities to migrant individuals, families, and groups. Therefore, our commitment to client outcomes, satisfaction, and service excellence takes precedence. All other goals, including organizational effectiveness, program excellence, expansion, and financial sustainability, are aligned with our overarching objective of delivering exceptional services. Looking ahead to our priorities for 2023-2027, we will continue our progress towards becoming a migrant leader organisation in positioning our organisation at the heart of communities. *Cherif Labreche, CEO*

Where have we come from? Where are we now?

In 2003, New Communities Partnership was established by a group of influential community leaders with a singular, overarching mission: to represent and empower ethnic minorities and their organisations in Ireland.

Recognizing the distinct challenges and obstacles faced by migrants in Ireland compared to native citizens and residents, NCP was conceived as a pivotal voice and a valuable resource, dedicated to assisting newcomers and long-term migrants in their pursuit of overcoming the inherent difficulties involved in establishing a new life within the country.

Over time, New Communities Partnership has evolved into an independent national organisation with a membership of more than 150 migrant-led groups, comprising 65 nationalities. Our membership comprises a wide range of community and voluntary groups representing various backgrounds, including Asian, Middle Eastern, North African, European, Caribbean, South American and African origins. Membership is drawn from refugee and asylum seeker individuals and groups, faith-based organisations, second and third country nationals, EU migrant networks, as well as first generation, new, and settled migrant groups.

Each group within NCP'S network possesses unique backgrounds, experiences, and histories. However, one common thread unites them all: their shared status as migrant-led and migrant-focused organisations. It is this inherent ability and unwavering commitment to centering the voices of migrants in every aspect of our endeavors that distinguishes NCP and shapes our distinctive vision, identity, and focus among advocacy groups in Ireland.

By virtue of being migrants ourselves, both at staff and group membership level, we possess an exceptional vantage point to discern and address the particular needs, requirements, and desires of migrant groups in Ireland. Our work at NCP is defined by migrants, reflecting our deep understanding and connection to the communities we serve.

A membership of migrants, Asylum Seekers, Refugees, and black and ethnic minorities grassroots, which have come together to promote sustainable communities in Ireland through the services we provide.



Staff

In 2023 New Communities Partnership has a staff team of 10 people. The team is led by our CEO with programme, communications, and administrative staff working in service delivery and support. Additional interns and volunteers are seconded to a peer organisation.

NCP core staff team is augmented from time to time through others engaged through contracts for services.

NCP engages with and relies upon the skills and expertise of the people within its member organisations to deliver on our strategic goals and actions.

NCP Partnership Board

A Board of Directors governs New Communities Partnership CLG and adheres to the Charities Regulator Charities Governance Code. Board members are volunteers who commit their time and expertise to NCP to ensure best practices in governance and that the mission and strategic goals are delivered upon.

NCP Board meets regularly to plan and oversee NCP's work, policies, and practices.

Current Directors

Tomás Bulnes – Chairperson
Marguerite Bourke – Secretary
John Mc Donnell
Titilope Oladiti
Iker Erdocia Iniguez
Esosa Ighodaro



LEADERSHIP

EQUALITY

TRANSPARENCY /ACCOUNTABILITY

PARTICIPATION /EMPOWERMENT

INTEGRITY

**NCP IS COMMITTED TO A WAY
OF WORKING WHICH IS
INFORMED AND REFLECTIVE BY
THESE FIVE PRINCIPLES**

PRINCIPLE 1 : LEADERSHIP

We are committed to fostering meaningful connections with diverse communities, in migrant and non-migrant communities, stakeholders, government entities, with the public, and anyone else we interact with to achieve our common goals. At all times in these interactions, we abide to our vision, purpose and values, making sure that they remain at the heart of everything we do.

PRINCIPLE 2 : EQUALITY

Building these connections allows us to continue to be a leader in promoting awareness and improving access to services for migrants in Ireland through information provision and advocacy. Our focus is on promoting inclusivity, equality, and integration within Ireland. We value and celebrate the the diverse strengths, needs, voices, and backgrounds of all community members. This enables us to promote effective integration and social inclusion initiatives for migrant communities at local, regional and national levels.

PRINCIPLE 3 : TRANSPARENCY/ ACCOUNTABILITY

We prioritize transparency and accountability in everything we do. To achieve this, we cultivate strong relationships with key stakeholders and funders, ensuring regular and effective communication with those stakeholders and funders. We empower and encourage those benefiting from NCP's operations to take part in the planning and decision-making processes ; and by continuing to serve as stewards for our communities while honoring the charitable intentions of our donors and meeting current and future community needs.



Our 5 Principles

PRINCIPLE 5 : INTEGRITY

NCP is committed to upholding the best interests of our organisation and members. We maintain a commitment to honesty, fairness and independence.. Our adherence to the highest standards of ethics, integrity, service, and fiduciary responsibility safeguards the trust and confidence placed in u

PRINCIPLE 4 : PARTICIPATION/ EMPOWERMENT

Through working with communities, other non-profit organisations, and supporters in Ireland, we ensure active participation in our operations that is based on mutual understanding, dignity and respect. Additionally, through collaborating with civil society and with our more than 150 ethnic minority community members, we aim to ensure our work is guided by local knowledge, expertise and the experiences of the communities we engage with.

Our values

EMPOWERMENT

PARTICIPATIVE & REPRESENTATION

SOCIAL INCLUSION

INTEGRATION

ANTI-RACISM

HUMAN RIGHTS BASED APPROACH

COLLABORATION

JUSTICE

"NCP operates to community development principles and a social inclusion ethos forms the basis of our work with stakeholders."

Our Mission

We offer nationally a range of services and support to all migrants as individuals, families and groups in areas such as social inclusion, child protection, education, training, employment, cultural understanding, and citizenship.

Our Vision

We strive to be an inclusive organisation, representing and empowering migrant communities in Ireland

Strategic Aim

1

ENSURE REPRESENTATION AND FULL PARTICIPATION OF MIGRANT COMMUNITIES IN IRELAND TO CREATE POSITIVE CHANGE AND INFLUENCE POLICIES THAT IMPACT THEIR LIVES

Increase integration through:

- The formation of alliances with local authorities to effectively represent migrants' interest in various local and national forums and committees
- Participation in conferences, consultations, and forums to contribute migrant perspectives and advocate for policy changes
- Collaborations with other NGOs and state bodies
- Advocacy and campaigns

Increase community engagement through:

- Providing communal spaces for communities to meet
- Fostering member group development and supporting those groups through meetings, telephone calls, emails, newsletters, etc.
- Empowering community members to participate in society according to their preferences, such as collaborating with them to host their own events and assisting them in small grant applications.
- Sustaining our focus on children and families through collaborative efforts with NCP member groups and providing training and other essential support.
- Develop NCP network of local/regional/national migrant community engagement that enables the voice of groups across Ireland to be heard by local/regional/national structures
- Foster member groups development through outreach & participating in local/regional structures/events through means such as collaborating with them to host their events

Objectives

-
- 1.1 Enhance local integration:** Increase representation and advocacy efforts on local, national, and international decision making platforms to positively impact policy and practices affecting migrant communities

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- 1.2 Foster Community Engagement:** Empower migrant communities to advocate for themselves by promoting self-representation and active participation in local, national, and international.

-
- 1.3 Influence Policy Development:** Undertake comprehensive research and policy work to influence the development of policies related to migrant communities

IMPROVE ACCESS TO SERVICES FOR MIGRANTS IN IRELAND AT LOCAL, REGIONAL, AND NATIONAL LEVELS

Improve access to services for migrants through:

- Providing comprehensive education and information to member groups, outside organisations and other stakeholders ensuring a deep understanding of available services and resources.
- Support and Refer migrant individuals and member groups, offering personalized assistance and directing them to the most relevant channels and resources.
- Outreach to inform and engage migrants, other NGOs, government bodies, and the general public
Identifying new avenues for the improvement of access to services
- Implement a comprehensive online support system in accordance with the NCP communications strategy, leveraging the NCP website, email, and social media platforms.
- Conduct targeted outreach initiatives to inform and engage migrants, other NGOs, government bodies, and the general public
- Identifying new avenues for the improvement of access to services for migrants through proactive outreach efforts.

Objectives

-
- 2.1 Facilitate access to services:** Provide comprehensive education, information, and outreach initiatives to ensure migrants, other NGOs, government bodies, and the public can easily access essential services.
-
- 2.2 Consult with migrant communities:** Actively engage with migrants to identify issues and concerns that are most relevant to them.
-
- 2.3 Develop targeted services:** Design and implement specialized services, including dedicated advocacy programs, to address the unique needs of migrants effectively.
-
- 2.4 Establish NCP Cultural Support Ireland (CSI) programme:** Deliver and expand the NCP Cultural Support Ireland program, fostering cultural integration and support for migrants.
-
- 2.5 Research and Innovate:** Continuously research and stay up-to-date with best practices and current research to identify gaps in existing service offerings for migrants and implement necessary improvements.

DESIGN AND DELIVER HIGH-QUALITY TRAINING THAT ENHANCES THE DELIVERY OF SERVICES TO PEOPLE FROM MIGRANT COMMUNITIES IN IRELAND AND FACILITATES CULTURAL UNDERSTANDING IN OUR SOCIETY

Design and deliver high-quality training:

- Proactively identify and seize opportunities to create new training and further developing our existing trainings, including with our Migrant Access Programme (MAP), Citizenship Application Support Service (CASS), Social Inclusion and Community Activation Programme (SICAP), and NCP Youth
- Offer a comprehensive range of training options, including both non-certified programs to impart valuable knowledge and certified programs facilitated by esteemed trainers to ensure professional development.
- Continuing to grow and develop Cultural Support Ireland (CSI) to provide targeted, relevant, and sensitive training to government and other organisations throughout Ireland

NCP will expand on its Migrant Family Support Service (MFSS) by:

- Strengthen our commitment to supporting children and families by organizing engaging professional meetings, forums, and impactful presentations in collaboration with esteemed entities such as the Department of Social Welfare and Tusla.
- Foster dynamic partnerships with migrant groups and other esteemed stakeholders to develop and deliver highly relevant training programs and effective work methodologies.

Objectives

3.1 Deliver targeted training: Create training programs to optimize services for migrant communities in the areas of employment, citizenship, child and family welfare, group and community development, and other identified needs.

3.2 Cultivate and Expand Cultural Support Ireland (CSI): Grow and develop CSI as a premier provider of targeted, relevant, and culturally sensitive training for esteemed statutory agencies and prominent organisations across Ireland

3.3 Forge Collaborative Partnerships: Establish collaborative alliances with the Reception and Integration Agency (RIA) to co-create and implement relevant training modules and pioneering work methodologies.

PROMOTE AND SUSTAIN EFFECTIVE ECONOMIC PARTICIPATION, INTEGRATION, AND SOCIAL INCLUSION INITIATIVES FOR MIGRANT COMMUNITIES AT LOCAL, REGIONAL, AND NATIONAL LEVELS

NCP Social Inclusion and Community Activation Programme (SICAP)

Commitments:

- Provide support to migrants and migrant groups, encompassing education and career advice, information on homelessness services, employment opportunities, mental health support, etc.
- Spearhead social inclusion initiatives, including organizing impactful events, meetings, and dedicated programs for all migrant communities, with special attention to the Roma community.
- Offer English language classes to enhance linguistic skills and promote effective communication.

Promote and sustain effective economic participation, integration, and social inclusion initiatives:

- Provide individualized support, encompassing employment training, job interview guidance, and CV preparation, while fostering work experience opportunities for various groups, including volunteers, students, CE scheme workers, Tús scheme workers, and asylum seekers.
- Proactively explore collaborations with corporate social responsibility programs of diverse companies to expand outreach efforts and create additional employment opportunities.

Expansion of NCP Youth Initiatives

- Strengthen the Homework Support Programme to aid migrant children in achieving academic success and integration.
- Expand the Integration Through Technology (ITT) Programme, equipping migrant youth with digital skills and empowering them for future opportunities.

Objectives

- 4.1 Employment Expansion:** Increase the provision and expansion of our existing access to empower more individuals in securing meaningful employment opportunities.
- 4.2 Seamless Inclusion Support:** Provide comprehensive information and support to migrant communities through the NCP Social Inclusion and Community Activation Programme (SICAP), fostering social inclusion, and facilitating seamless integration.
- 4.3 Transformative Youth Empowerment:** Support children in education to realise their potential through initiatives of NCP Youth
- 4.4 Enriching Women's Labour:** Empower migrant women to access the Irish labour market, enabling their economic independence
- 4.5 Assisting Naturalization journey:** Offering support to migrants who are navigating the Irish naturalization process.

Strategic Aim

5

PROMOTE CHILD PROTECTION PRACTICES, POSITIVE PARENTING, AND ENGAGEMENT IN IRELAND FOR ASYLUM SEEKERS, REFUGEES, MIGRANT COMMUNITIES, AND RELIGIOUS LEADERS.

NCP will continue to inform and educate migrants on services through:

- Providing information and educational resources to member groups, external organizations, and stakeholders to inform and educate migrants about available services.
- Refer migrant individuals to appropriate channels and resources, ensuring they receive the necessary support.
- Offer online support through platforms: emails, Instagram, Twitter, and NCP's official website.
- Collect relevant data while adhering to GDPR requirements, leveraging it to inform policy decisions, research opportunities, and generate fact sheets and reports.

NCP will continue to support and facilitate the best outcomes and access to services for migrants through:

- Providing advocacy services to individual migrants and member groups, ensuring their voices are heard and needs are addressed.
- Offering English language classes to empower migrants with essential communication skills.
- Sustaining and expanding the Cultural Support Ireland (CSI) program, which includes outreach initiatives to inform and engage migrants, NGOs, government bodies, and the general public.

NCP will create and develop targeted services for migrants through the following means:

- Identifying new avenues to improve access to services and addressing specific needs.
- Conducting consultations with migrants to understand their pertinent issues and concerns.
- Staying abreast of best practices and current research to identify gaps in the existing range of services available to migrants.

Objectives

NCP Migrant Family Support Service (MFSS) is committed to:

- 5.1 Proactive Family Intervention:** Engage in proactive prevention and early intervention with migrant families undergoing Child Protection Intervention.

- 5.2 Policy Awareness Enhancement:** Foster an understanding of child protection and welfare policies and practice in Ireland among NCP member groups, churches, and community leaders

- 5.3 Strengths and Needs Understanding:** Enhance awareness of the strengths and needs of migrant families with statutory, community and family child and family agencies.

Current Operation

Providing communal/social space:

- Creating welcoming communal spaces where ethnic minority and migrant-led organizations can interact, exchange ideas, and empower themselves, promoting a sense of belonging and unity.

Offering a unified and inclusive voice:

- Offering a platform for ethnic minority communities, including those in the citizenship application process, to come together, coordinate efforts, and network at the grassroots level, ensuring their voices are heard and valued.

Making available and circulating information:

- Providing valuable information to our member organizations, volunteers, and the wider migrant community, facilitating access to essential resources, and fostering knowledge-sharing for informed decision-making.

Representation and participation:

- Promoting the active representation and participation of ethnic minorities and migrants in decision-making processes and consultative forums, ensuring their perspectives are considered and valued.

Developing initiatives and programmes:

- Developing inclusive initiatives, programs, and support systems for our member groups and individuals, fostering greater social inclusion within Irish society, and empowering ethnic minorities and migrants to thrive.

Providing training and building the capacity:

- Delivering comprehensive training to migrant and ethnic minority groups, enabling them to identify their own needs, develop an understanding of the policy context, and improve employability outcomes through employment and education training, as well as information sessions.

Development of services and Initiatives:

Creating and implementing services and initiatives tailored to address the identified needs within our communities, including support for migrant families in adhering to Irish law in parenting, educational assistance for migrant youths, English language classes, citizenship application support, and more.

Drop-in clinics

We provide accessible drop-in clinics where individuals can seek assistance and support from our dedicated team of staff, interns, Tús workers, and volunteers.

CONTACT INFORMATION

Head Office

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Citizenship Application Support Service (CASS)

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Tel No: +353 (0) 1 535 7238

Email: citizenshipsupport@newcommunities.ie



Website / Social Media

Website: www.newcommunities.ie
Facebook: [facebook.com/newcommunities/
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Leanaí agus an Teaghlach
Child and Family Agency



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