



NEW COMMUNITIES PARTNERSHIP (NCP)

**STRATEGIC  
PLAN  
2019 - 2021**











**EMPOWERING AND REPRESENTING ETHNIC MINORITIES  
AND THEIR ORGANISATIONS IN IRELAND**

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## NCP STRATEGIC PLAN 2019 - 2021

# CHAIRMAN'S ADDRESS

Dear colleagues,

It is with great pleasure that I present to you New Communities Partnership's Strategic Plan for 2019 - 2021.



As the chairman of New Communities Partnership's board, I have had the privilege to witness our organisation go from strength to strength; this Strategic Plan is devised and designed to help us continue that growth and to adapt to a changing landscape of migration in Ireland. When New Communities Partnership (NCP) began operations more than 15 years ago, we worked on a purely voluntary basis. These days, we count a variety of skilled employees and more than 150 member groups as part of our organisation. I credit that growth and our continued reputation in the community to our unwavering focus on the needs of our migrant communities in Ireland. That focus has allowed us to effectively represent, empower, and improve access to services, community life, employment, education and more for migrants in Ireland.

Our migrant-centred and migrant-led purview has helped to mark NCP out as a unique organisation in Ireland. This Strategic Plan for 2019 - 2021 is an excellent opportunity to reflect on that focus, but also to look ahead to the changing needs of migrants in Ireland.

When NCP started all those years ago, Ireland was not yet as diverse as it is today. Though there has always been some migration to Ireland, typically from the UK and from Europe, the country was previously overwhelmingly known as one whose own people regularly emigrated around the globe - to Europe, Australia, the U.S. and Canada, Asia, and beyond. The idea that Ireland would become a destination for migrants from across the world was still a relatively new one when NCP began. We recognised that migration trend to Ireland and the increasing wish for a diverse number of people to call this vibrant and friendly country their home.

As I write, Ireland is one of the most diverse nations in Europe: 17% of the population resident in Ireland is foreign born, according to the Economic and Social Research Institute (ESRI), with the percentages even higher in many parts of Dublin, especially in the capital's inner city.

We also recognised the need to create a platform and network for migrants, one that would amplify our voice and ensure our representation in society. Hence, NCP was formed and continues to be very successful in our original aims.

Today, we are known not just in the migrant communities but in government and wider society as an organisation that can be relied upon to foster greater inclusion, empowerment, and representation of migrants in Ireland.

Now, however, we must look to the next stage of evolution for migrants in Ireland. As migrant communities and diversity of religion, race, ethnicity, and gender become woven into the fabric of Irish life, the needs of migrants in Ireland will naturally change. Evidence of the emerging challenges that migrants are facing were highlighted starkly in the ESRI's *Monitoring Report on Integration 2018*, published in November 2018. A number of areas of concern relating to migrants were outlined in that report, including the underemployment and higher rate of unemployment of migrants in Ireland, despite a high proportion of educated workers in the communities. These findings were particularly worrisome and marked in relation to Black African people and Muslim women in Ireland.

To continue to represent migrants holistically and to be effective as an organisation, New Communities Partnership must focus on those changing needs and emerging challenges, and assess whether we are and will be able to meet those needs in the future. This Strategic Plan is created with those needs and that purview in mind. By 2021, my wish is that New Communities Partnership will strongly remain at the forefront of migrant representation, advocacy, and empowerment.

I'm looking forward to having you join us in this important work.

Ben Uzoma,  
Chairperson of the Board of NCP

## NCP STRATEGIC PLAN 2019 - 2021

# BACKGROUND TO NCP AND CURRENT OPERATIONS

In 2003, New Communities Partnership was formed by a group of community leaders with a single defining aim: to represent and empower ethnic minorities and their organisations in Ireland. The founding members recognised that migrants to Ireland faced different obstacles and difficulties than native citizens and residents. New Communities Partnership was designed to be a voice and a resource for new and long-term migrants to assist them as they strived to overcome the obstacles and difficulties that arise for people building a new life in Ireland.

New Communities Partnership has since grown to be an independent national network of more than 150 migrant-led groups, comprising 65 nationalities. Our membership comprises community and voluntary groups from Asian, Middle Eastern, North African, European, Caribbean, South American and African backgrounds. Membership is drawn from refugee and asylum seeker individuals and groups, faith groups, second and third country nationals, EU migrant networks, first generation, and new and settled migrant groups.

NCP opened its first offices in Dublin in 2005 with additional offices established in Limerick and Cork in 2006. The organisation today has offices in Dublin and Cork with outreach to cities and towns throughout the country.

The backgrounds, experiences, and history of each group who forms NCP's network differ. One thing that is common to all of them, and to New Communities Partnership, is that the organisations are migrant-led and migrant-focused.

The ability and the commitment to centring migrant voices at the heart of all our activities ensures that NCP continues to enjoy a unique vision, identity, and focus among advocacy groups in Ireland. Migrants define the work of New Communities Partnership; as migrants ourselves, both at staff and group membership level, we are better placed to identify the particular needs, requirements, and desires of migrant groups in Ireland.

As such, we support and strengthen our Irish citizenship communities in a number of different ways, including:

- **Providing communal/social space** for ethnic minority- and migrant-led organisations to interact, exchange ideas and empower themselves.
- **Offering a unified and inclusive voice** for ethnic minority communities, including those still applying for citizenship, through coordination and networking at the grassroots level.
- **Making available and circulating information** to our member organisations, volunteers, and the wider migrant community.
- **Representation and participation** of ethnic minorities and migrants in decision-making processes and consultative forum.
- **Developing initiatives and programmes**, as well as providing support to our member groups and individuals, to foster great social inclusion in Irish society.
- **Providing training and building the capacity** of migrant and ethnic minority groups to identify their own needs and develop an awareness of the policy context within which services are planned and delivered. That training includes employment and education training and information sessions to improve employability outcomes.
- **Development of services and initiatives** that respond to identified needs amongst our communities. In addition to employment and social inclusion training and programmes, these services include liaising with migrant families to support them in parenting according to Irish law; education support for migrant youths; English lessons; citizenship application support; and more.
- **Drop-in clinics**

We provide these services through the work of our 14 staff, interns, CE/Tús workers, volunteers, the community groups in our network, and with the kind assistance of our funders, who are as follows:

## OUR FUNDERS



Comhairle Cathrach  
Bhaile Átha Cliath  
**Dublin City Council**



**An Roinn Forbartha  
Tuaithe agus Pobail**  
Department of Rural and  
Community Development



**An Roinn Dlí agus Cirt  
agus Comhionannais**  
Department of Justice  
and Equality



Comhairle Cathrach Chorcaí  
Cork City Council



Ireland's European Structural and  
Investment Funds Programmes  
2014-2020

Co-funded by the Irish Government  
and the European Union

**TÚSLA**

An Gníomhaireacht um  
Leanaí agus an Teaghlach  
Child and Family Agency



Feidhmeannacht na Seirbhíse Sláinte  
Health Service Executive

## WHERE NCP IS GOING

Our aim, at its core, remains the same as the aim we identified at our inception – to encourage, facilitate and support migrant communities and individuals to achieve the best possible outcomes as they integrate into Irish life.

We continue to enable ethnic minority communities to engage with all aspects of Irish social, political and cultural life on an equal footing, thereby maximizing the leadership capacity within new communities.

As we move forward with the Strategic Plan for 2019 – 2021, minority-led groups and migrant communities will continue to be at the forefront of our operations and targets. As the situation for migrants in Ireland changes, however, NCP must be adaptable. When we were formed in 2003, Ireland was a largely homogenous country. In 2018, it is a country that is more diverse than it ever has been in its history. That brings with it its own challenges as well as opportunities.

The strategic goals of this Strategic Plan 2019 – 2021, which will be outlined in a coming section, are devised to face those challenges and harness those opportunities head on.





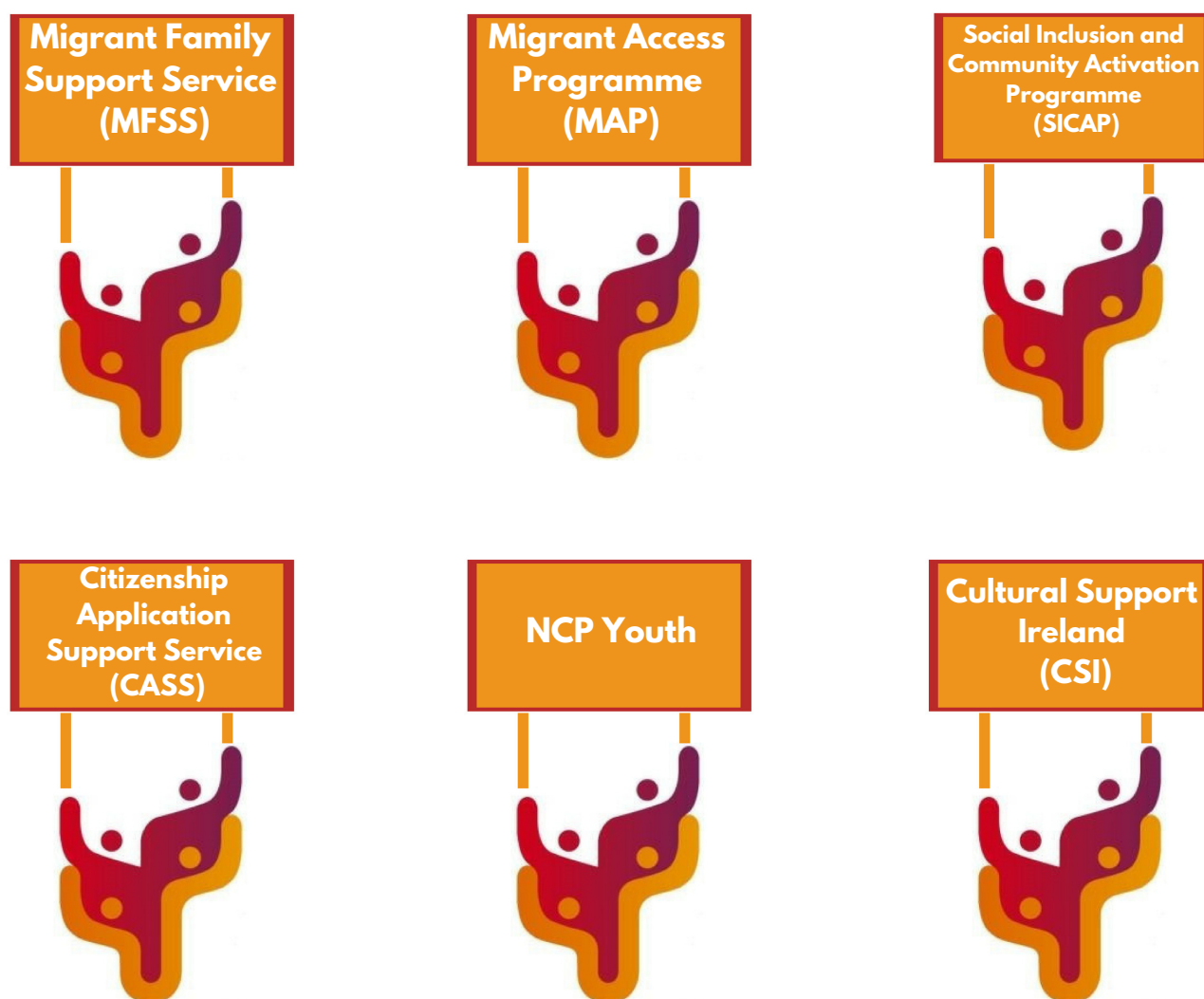
## NCP STRATEGIC PLAN 2019 - 2021

### OUR KEY SERVICES

New Communities Partnership is proud to provide a range of services to support and enhance the lives and roles of migrant communities in Ireland.

These services, though some have been affected by funding challenges, largely continue to grow and increase their outreach. We wish to continue to fuel that growth, with special focus on increasing our outreach and activities on a national level. We are continuing to identify new avenues for the creation and expansion of services. One such avenue we are exploring currently is the need for a service to improve and enhance mental health outcomes among the migrant population. Positive mental health is key to achieving optimum integration levels and to allowing migrants to self determine outcomes that are best for them.

Our current services are outlined below.



## Migrant Family Support Service (MFSS)



The Migrant Family Support Service (MFSS) provides confidential and free advice and support to migrant families with children in care or who are going through child protection interventions. NCP staff act as advocates, promoting and facilitating cultural understanding between families and the state agencies involved in their child care cases or interventions.

The MFSS team grew in 2018. It now comprises two project coordinators (one in Dublin, another in Cork), one full-time project worker, and two part-time project workers (one in Dublin, another in Cork). The service also has the support of NCP's Programmes Officer.

From January 2018 to December 2018, the MFSS team facilitated 32 child and family welfare training sessions at a national level, with 507 participants in attendance. More than 46 nationalities were involved in the trainings. NCP will continue to deliver this kind of training to migrant parents, pastors and other religious leaders, community groups and migrant NGOs into the future.

The service continues to grow and has seen a steady increase in demand since its inception. From January 2018 to December 2018 alone, the service had 507 drop-ins, 5,176 phone calls, 169 outreach services, and received 78 referrals.

In addition to our training to migrant individuals, groups, families, and other migrant stakeholders, the MFSS programme also provides essential cultural support to government and frontline professionals (i.e. social workers) to ensure that migrant needs and cultural differences are identified and dealt with in a sensitive and understanding way. We also provide support to foster parents who are tasked with providing care for migrant children, including through the provision of cultural care plans. These plans help the foster parent to provide care for the migrant child(ren) in a culturally appropriate, culturally sensitive and positive way. We are proud to consider ourselves as one of the leading providers of the most comprehensive child protection training for migrants on a national level.

We are continuing to explore and identify new opportunities and avenues to work with migrant families and to educate them on the relevant child protection legislation in Ireland. We are looking forward in the coming year to working with the Reception and Integration Agency (RIA), a division of the Department of Justice and Equality that provides accommodation and ancillary services to asylum seekers under the Direct Provision system. With the RIA, we will also provide trainings to families in Direct Provision all over Ireland.

## Migrant Access Programme (MAP)



The Migrant Access Programme (MAP) offers free and tailor-made support for migrants seeking to increase their employability. This support is provided through information sessions, employment and education training, and through one-on-one conversations.

There is currently one full-time coordinator for MAP, who is based in Dublin but who travels to provide trainings and information sessions in counties nationally. She is supported by two multilingual tutors.

Up to December 2018, MAP organised six information sessions, with 168 participants. Sessions took place in Dublin, Sligo, Tralee, Cork, Limerick and Waterford. A new MAP tutor has been recruited in November 2018 in order to aid facilitation of these sessions.

The sessions focus on employment rights, qualification recognition, the Irish labour market, as well as volunteering, training and education opportunities. In addition, MAP attended a number of networking meetings to raise awareness of the service among migrant communities and relevant organisations.

From January 2018 to December 2018, MAP also delivered six employment training sessions to a total of 58 participants. Participants found employment, engaged in volunteer opportunities or enrolled in further education and training through these training sessions.

The Migrant Access Programme also continues to seek opportunities to collaborate with other groups to achieve our aim of increasing employment options and opportunities for migrants in Ireland. In 2018, that included working with the Migrant Teachers Project to identify and facilitate job opportunities and further training for migrant teachers who wish to continue their teaching careers in Ireland and also with the Migrant Women's Network to deliver bespoke training to migrant women.

Furthermore, MAP, together with BITC's EPIC programme, hosted the Migrant Expo and Job Fair on the 4th of October 2018. The Fair's objective was to help migrants find quality employment and to help employers access talented people they might otherwise miss. The fair was a success, with the event reaching over 1,000 online registrations on Eventbrite ahead of its date and attracting hundreds on the day.

We will continue to provide training and to increase our success rates with MAP. We all also continue to innovate and to identify new areas of training and collaboration to further achieve and exceed our goals.

### Social Inclusion and Community Activation Programme (SICAP)



The Social Inclusion and Community Activation Programme (SICAP) was designed to increase, encourage, and facilitate social inclusion and positive integration of migrants nationally.

SICAP focuses on reducing poverty and promoting social inclusion and equality through local and regional engagement and collaboration. Its vision is to improve the lives and opportunities of those who are marginalised in society, living in poverty, or in unemployment. That aim is achieved through community development approaches.

The service was established in April 2015 and is funded by the Department of Rural and Community Development, and by the European Social Fund (ESF) through POBAL. All SICAP supports are free and confidential.

In the past two years, the service has been greatly enhanced through collaboration with the Dublin City Co-Operative (Co-Op), of which NCP is a member. The Co-Op is an innovative model that brings together local and community groups to work together with mutual understanding and areas of specialty within its operational area.

In 2017 NCP worked, through the Co-Op to implement the Social Inclusion and Community Activation Programme (SICAP). This service focuses on reducing poverty and promoting social inclusion and equality.

Our relationship with the Dublin Co-Op has been a hugely beneficial one for all concerned. For NCP, this gave us access to 12 other grassroots organisations working at a community level and to their unique experience and skills. Additionally, we are also in the early stages of working with the Dublin Co-Op to increase the levels of inclusion of the Roma community into Irish society. We are looking forward to continuing to progress our work and outreach in this area.

As we move forward, we are seeking not just to maintain the positive work we have achieved in this area but to increase and expand it also. We are keenly aware that many of the stresses and pressures migrants commonly face, including poverty, isolation, and language barriers, can contribute to negative mental health outcomes for migrants, which has an unfavourable effect not just on the migrants themselves but also increases pressure on governmental and health services. We are investigating and developing trainings and programmes that will help to combat the effects of these stresses on migrants' mental health as well as identifying ways in which we can promote positive mental health before issues and negative mental health can become deep rooted.

We are also seeking to expand upon our services nationally to ensure that migrants all over Ireland have every opportunity to integrate positively into Irish society. Creating a positive landscape for migrants to positively contribute and to interact in a healthy and fulfilling way, not just in the migrant community but in Irish society overall, is paramount to ensuring full integration into society.

SICAP had two part-time project coordinators in 2018. Since 2019, this role has been amalgamated to comprise one full-time project coordinator.

### Citizenship Application Support Service (CASS)



The Citizenship Application Support Service (CASS) is a service that provides support to migrants who are dealing with all aspects of immigration and travel requirements, including visa and passport application and renewals. CASS is also tasked with answering general questions on citizenship, naturalization, eligibility, immigration status, etc.

The service, through its workers, ensures that all original documentation to support the Irish citizenship application, as specified on the application form and Notes for Guidance, are checked, copied and certified.

CASS operates a series of nationwide help desks and phone lines. The service is manned by community liaison volunteers from 30 different ethnic minority groups, speaking 25 languages. A drop-in clinic also operates in NCP's offices in Dublin and Cork.

In 2018, CASS's Dublin office took 1,360 calls, received 2,816 visitors to their offices, and helped 2,116 clients, for a total of 6,292 contacts. That number does not include contacts received where the inquirer was referred to other services. In 2018, CASS's Cork office took 735 phone calls and had 501 drop-in visits.

This service has been of huge use to migrants in Ireland and has helped to ameliorate some of the pressures on busy government departments who deal with immigration and citizenship application inquiries. NCP sees strong opportunity to not only facilitate and support government initiatives but to also provide this audience of service users, with support from the relevant bodies, with education about Ireland, its culture, its laws, and other areas where migrants would benefit from education programmes and literature.

CASS continues to provide advice and support to our ever-increasing number of clients. The service was previously free. However, as of October 2017, CASS was required to begin charging for its services due to funding changes.

## NCP Youth



NCP Youth Ireland is a youth project within NCP that aims to identify the challenges and issues migrant youth face in Ireland. Our mission is to work towards an intercultural and inclusive Irish society where migrant students are achieving their full potential in schools and have the same opportunities as their Irish peers.

The project also collaborates with other established youth organisations in Ireland and in Europe to influence policies regarding migrant children so they can better integrate into the school system, thus preventing early school leaving. We

also assist them with their their homework and any integration challenges they face in their new communities in Ireland.

In 2018, the NCP Youth Project continued to provide English language and homework support to migrant students in primary school from non-English speaking families in Dublin through the "English Homework Club". This service works towards an intercultural and inclusive Irish society where migrant students achieve their full potential in schools and have the same opportunities as their Irish peers. It is expected that NCP will broaden the scope of the English Homework Club and extend it to migrant children in secondary schools. Plans are near conclusion to ensure this is achieved in 2019.

During the first term of the 2017/2018 academic year (October to December 2017) NCP Youth worked together with four schools in Dublin inner City and supported a total of 100 students with the help of 20 volunteers.

NCP Youth is also collaborating to extend and enrich its work with young migrants. One of the most important of these collaborations is the one we have formed with the SIRIUS Network. The SIRIUS Network is an international organisation whose purpose is to bring together key stakeholders in migration and education from around Europe, including policymakers, researchers, practitioners and representatives of migrant communities. SIRIUS transfers knowledge and influences policy developments in order to help pupils from migrant backgrounds achieve the same educational standards as their native peers. SIRIUS currently counts 38 members from 21 European countries.

As part of the collaboration with SIRIUS, the NCP Youth Project Coordinator represents NCP at conferences and events across Europe.

As we move forward into the future, NCP Youth (and NCP overall) is also adapting our activities to include a recognition of how young people, particularly young migrants, interact with the world. As such, we are currently exploring and developing a programme called "Integration Through Technology", which aims to bridge some of the gaps migrants youth face through the use of technology.

Increasingly, technology is playing a greater part in the norms of everyday life. NCP recognises that this is an arena we need to be strong in to ensure that migrant young people, and second generation children and young adults, are adequately equipped to deal with the challenges of integration through all media and social spheres they encounter.

We are identifying a number of stakeholders and partners who can help us to achieve this aim.

### Cultural Support Ireland (CSI)



Cultural Support Ireland (CSI) is a programme that provides information and support to professional services and organisations about the various cultures of migrant communities in Ireland.

Cultural advisers bridge the gap between migrants and professional services by explaining and identifying the nuances of the migrants' cultures, their values and specific norms therein. This helps to relieve and prevent problematic cultural clashes and helps the services involved to understand the culture of migrants.

The vision of Cultural Support Ireland is to become an agency providing cultural competency training and workshops to all services working and interacting with a variety of migrant communities in Ireland.

We are currently working to increase the outreach of CSI nationally and devising methods and trainings to provide this service throughout Ireland.

# NCP'S PRINCIPLES

New Communities Partnership strives to follow a clearly defined set of principles to achieve its aims. These five principles dictate and provide a framework for how we interact with all stakeholders, including member groups, individual migrants and migrant communities, funders, government and non-governmental bodies we work with, and NCP's own staff and board.





These principles are:

## **PRINCIPLE 1: LEADERSHIP**

We strive to build connections with others, in migrant and non-migrant communities, with stakeholders, with government, 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. We strive for equality, working towards promoting inclusiveness and integration within Ireland. At all times, we honour the diverse strengths, needs, voices, and backgrounds of all members of our communities. 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 work to ensure that we are transparent and accountable in everything we do. We do this by continuing to build sound relationships with key stakeholders and funders, and by maintaining regular and effective communication with those stakeholders and funders; by empowering and encouraging those who benefit from NCP's operations to take part in the planning and decision-making of the organisation; and by continuing to serve as stewards for our communities while honouring the charitable intentions of our donors and meeting current and future community needs.

## **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.

## **PRINCIPLE 5: INTEGRITY**

NCP continues to promote and protect the interests of our organisation and of our members by being honest, fair and independent. We hold ourselves to the highest standards of ethics, integrity, service, and fiduciary responsibility

# STRATEGIC GOALS

The following four strategic goals have been developed in collaboration with NCP's board, staff members, and member groups in order to further the reach and core central aims of NCP. These goals have been developed through discussion, debate, and a shared understanding on what is important to our members and to migrants in Ireland. These will be implemented with our guiding principles at the forefront of our thinking.

*Note: Our strategic aims are outlined and explained below but are not listed in any order of priority or preference by NCP. The work of NCP is holistic and focused on disparate but equally important areas of migrant daily life and challenges. Each aim, though it is outlined separately, is mutually interdependent.*

*The implementation of these goals will be discussed in the section that follows the definition of the goals.*





## Representation and Participation

### **1. To ensure representation and participation of ethnic minorities at all levels in Irish society in order to influence positive change and inform policies that impact on migrants' lives.**

Since its inception, NCP has concerned itself with ensuring that migrant and ethnic minority communities in Ireland are adequately represented and are encouraged to participate in Irish society. This strategic goal is devised to further build upon and advance our existing work in this area through a variety of means: through community engagement; involvement in various local, national and European forums and committees; and collaborations with governmental authorities and other NGOs.



## Targeted Training

### **2. To deliver targeted training that enhances the delivery of better services to people from migrant communities in Ireland and to promote cultural understanding in Irish society.**

NCP recognises the need to empower migrant communities in Ireland through continued education and training procedures. We will achieve this strategic goal through a number of means, including training; workshops; presentations; and educational assistance.



## Integration and Inclusion

### **3. To promote and sustain effective economic participation, integration, and social inclusion initiatives for migrant communities at local, regional and national levels.**

Active participation in a country's economy, social activities, and the community is paramount to ensuring a mutually beneficial relationship between migrant people and their new home country. This participation is vital to ensuring that migrant peoples can grow, prosper and have positive outcomes in their personal, professional and societal arenas. This remains a primary focus of NCP's operations and our work. This strategic goal was devised to continue and enhance NCP's work in this area for the benefit of all stakeholders.



## Services for Migrants

### **4. To promote awareness of, improve access to, and provide and create bespoke services for migrants in the local community in Ireland.**

Access to information about available services is essential to ensuring that migrants can self-empower. Through providing information, the creation of our own services tailored to migrants' needs, increasing awareness of services, and advocating on behalf of migrants, NCP can help the migrant communities in Ireland, and the individuals within those communities, to seek out the avenues and supports that will enable and empower them to determine the best outcomes for their personal situations.

# IMPLEMENTATION OF OUR STRATEGIC GOALS

**1. To ensure representation and participation of ethnic minorities at all levels in Irish society in order to influence positive change and inform policies that impact migrants' lives.**

**NCP will achieve this goal in the following ways:**

## **1.1 Increase local integration through:**

- The formation of alliances with local authorities
- Representation in various local and national forums and committees
- Participation in conferences, consultations, and forums
- Collaborations with other NGOs and state bodies (OPMI, GNIB, Meitheal, for example)
- Advocacy

## **1.2 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 members to participate in society as they see fit through means such as collaborating to host their events and supporting them in small grant applications
- Continuing to work in the area of children and family, in collaboration with NCP member groups, churches and community leaders, and by providing training and other supports

**2. To deliver targeted training that enhances the delivery of better services to people from migrant communities in Ireland and to promote cultural understanding in Irish society.**

To achieve this goal, NCP will do the following:

**2.1 NCP will deliver targeted training by:**

- Identifying opportunities for new trainings 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
- Providing and facilitating uncertificated trainings
- Collaborating with certified trainers to provide and facilitate certificated trainings
- Continuing to grow and develop Cultural Support Ireland (CSI) to provide targeted, relevant and sensitive training to government and other organisations in Ireland

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

- Continuing to work in the area of children and family and to provide training through professional meetings, forums, and relevant presentations to bodies such as the Department of Social Welfare, Tusla, etc.
- Developing and delivering relevant training and work methods in collaboration with the Reception and Integration Agency (RIA)

**3. To promote and sustain effective economic participation, integration, and social inclusion initiatives for migrant communities at local, regional and national levels.**

NCP will achieve the aims of Goal 3 and through provision and expansion of our existing services, as follows:

**3.1 The Migrant Access Programme (MAP) will:**

- provide individual support, including employment training, job interview support, and CV preparation
- facilitate work experience opportunities for the unemployed (comprising volunteers, students, CE scheme workers, Tús scheme workers, and asylum seekers)
- explore opportunities to develop our outreach and employment opportunities through various companies' corporate social responsibility programmes

**3.2 The Social Inclusion and Community Activation Programme (SICAP) will provide:**

- individual, bespoke support to a variety of migrants and migrant groups, including education and career advice, information about homelessness services, employment opportunities, mental health support, and more besides
- social inclusion initiatives and services, including the facilitation of events and meetings and the expansion of our work with all migrant communities and in particular the Roma community
- English language classes

**3.3 NCP Youth will continue to provide and expand on:**

- its Homework Support Programme
- the Integration Through Technology (ITT) Programme

**4. To promote awareness of, improve access to, and provide and create bespoke services for migrants in the local community in Ireland.**

NCP will promote achieve this strategic goal in a number of ways. These are as follows:

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

- information provision to member groups, outside organisations and other stakeholders
- referring migrant individuals and member groups to the appropriate channels and resources
- providing online support, including through emails, Facebook, Twitter, and NCP's own website
- collecting relevant data, while remaining cognisant of GDPR requirements, to inform policy, research opportunities, and to produce fact sheets, reports, etc.

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

- providing advocacy services to individual migrants and member groups
- providing English language classes
- the continued provision and development of our Cultural Support Ireland (CSI) programme
- performing outreach to inform and engage migrants, other NGOs, government bodies, and the general public

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

- identifying new avenues for the improvement of access to services
- consulting with migrants on the issues and concerns that are most relevant to them
- researching and keeping abreast of best practices and current research to identify gaps in the current range of services available to migrants



# NCP GOVERNANCE

## NCP BOARD OF MANAGEMENT

New Communities Partnership is governed by its board. Its board members are volunteers who give their time, commitment and expertise to NCP in order to ensure that we deliver on our mission according to that which is requested by our funders and supporters.

The board meets regularly to plan and oversee how NCP's work is being carried out. In 2018, the board met six times in person and conducted an additional three online conferences.

As of December 2018, the following are NCP board members:

**Ben Uzoma** - Chairperson, Networking, Migrant Integration Strategist, Cork Community & Regional representative

**Vera Bokeng Akale** - Treasure & Company Secretary, Commercial Law, Accounting & Finance

**Shaykh Dr. Muhammad Umar Al-Qadri** - advisory executive, Muslim Communities Rep, Policy, Research, Community activist

**Sarah Duku** - Director, Louth Integration Committee Rep, Community Development & Volunteer Management

**Sherif Labreche** - Newly elected director, Communications, Research & Media Strategist

**John McDonnel** - Newly elected director, Governance & Youth Education

**Issah Huseini** - Board secretary, Dublin Rep, NGO management, policy & human rights

NCP continues to seek out and identify opportunities to add people of disparate backgrounds, skills, ethnicities, and genders to its board. In 2018 alone, we expanded our board of directors by adding two new members. These new members ensure that we continue to upskill on our work according to the five principles outlined on page 15.

Additionally, board committees are appointed by the board yearly. In 2018, the board appointed the following committees:

- ***The Financial and Human Resource Committee.*** This committee's role is to monitor the financial activities, controls and budgets of the organisation and to advise the board regarding findings. Current members of this subcommittee are: Issah Huseini (Board Secretary); John McDonnell (newly elected director); Vera Bokeng Akale (Treasurer and Company Secretary); Fatma Msumi (NCP General Manager); and Laura Kersulyte (NCP Finance, HR & Office Coordinator).
- ***The Migrant Family Support Service Advisory Committee.*** This committee's role is to monitor and guide the development of MFSS and to ensure best practice according to Child Protection Legislation. Current members of this committee are: Shaykh Dr. Muhammad Umar Al-Qadri (Board Director); Fatma Msumi (NCP General Manager); and Rima Kawash (NCP MFSS National Project Coordinator).  
This subcommittee also includes representatives from external organisations: One Family, Parentline, TUSLA, researchers, Garda Siochana (each external organisation nominates their own representative annually).
- ***The Citizenship Application Support Service (CASS) Advisory Committee.*** This committee's role is to identify and address issues surrounding the application process for naturalization/citizenship. Current members of this committee are: Issah Huseini (Board Director); Fatma Msumi (NCP General Manager); and Frank Odei Tettey (CASS Information Officer).
- ***The Youth and Education Advisory Committee.*** This committee's role is to assist NCP Youth in the development and implementation of youth educational programmes. Current members of this committee are: Issah Huseini (Board Director); Fatma Msumi (NCP General Manager); John McDonnell (newly elected director); Sevak Khachatryan (NCP Youth Project Coordinator); and a representative from Dublin City Council.

- **The Migrant Access Programme (MAP) Advisory Committee.** This committee's role is to address and assess the extent to which MAP impacts on the goals of national programmes and initiatives for unemployed migrants in Ireland. It also addresses issues concerning the development, implementation and effects of migrant labour activation policies and practices. Current members of this committee are: Fatma Msumi (NCP General Manager); Sarah Duku (Board Director); Doris Abuchi Ogbonda (NCP MAP Coordinator); as well as representatives from Volunteer Ireland, Dublin City Council Social Inclusion Office, INOU, HIV Ireland (CE Scheme Agency), Community Development NGO, and CDETB.
- **The Governance & Strategic Development Committee.** This committee's role is to determine the membership of the board and measure the quality of performance of the board as a whole and of your individual board members. They also work to determine the direction and scope of the organisation over the longer term. Current members of this committee are: Ben Uzoma (Board Chairperson); Cherif Labreche (newly elected director); Sarah Duku (Board Director); and John McDonnell (newly elected director).

## NCP STAFF

NCP has continued to expand its services throughout 2018. It now employs 14 paid staff between its Dublin and Cork offices. Funding for these positions are provided by our project and services funders. As of January 2018, NCP's staff members are:

**Fatma Msumi** - General Manager  
**Laura Kersulyte** - Financial/ Office Coordinator  
**Frank Odei Tettey** - Information Officer CASS  
**Doris Abuchi Ogbonda** - MAP Project Coordinator  
**Sevak Khachatryan** - NCP Youth Project Coordinator  
**Yemisi Ojo** - MFSS Project Officer - Dublin  
**Raymond Muwaniri** - SICAP Project Coordinator - Dublin  
**Jeannett Taku** - MFSS Project Coordinator - Cork  
**Mariana Dragut** - MFSS Project Officer - Dublin  
**Rima Kawash** - MFSS Project Coordinator - Dublin  
**Jennifer O'Sullivan** - MFSS Project Officer - Cork  
**Erica Mills** - Strategic Development and Communications Officer  
**Diego Castillo Goncalves** - Programmes Officer  
**Ludmilla Gorbaczewska** - CE Office Administrator CASS  
**Alexandru Leahu** - CE Office receptionist

# HOW TO CONTACT US

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