

CULTUR STRATEGIC PLAN

2010-2013

November 2010



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Introduction

The following strategic plan has been developed in order to guide the work of Cultúr for the period 2010-2013. The process of devising the strategic plan took place over several months and involved the analysis of past and present work of the organisation, as well as the current context in which the organisation operates. The board whose role along with the overall governance of the organisation is to provide critical thinking and analysis on issues concerning the development and the direction of Cultúr, influenced and informed the strategic plan through monthly meetings, guidance, advice and the sharing of committee member's expertise at the planning days organised to develop the strategy.

Terminology-who we work with

In writing the strategy we have used the term 'migrants' as a collective term to include asylum seekers, refugees and migrants in general and our overall strategic plan includes all of the categories named above. Where we specifically name asylum seekers and refugees is our vision and mission statement to ensure that it is clear to anyone who is not familiar with our organisation or the work of the organisation that our overall vision is inclusive of asylum seekers, refugees and migrants.

History of Cultúr

Cultúr was founded in 2004 as a voluntary action group by a number of Irish people and migrants living in the county who felt it was important to support and promote an intercultural society. In the early days, Cultúr primarily focused on organising and facilitating music, arts, sports and drama events to promote intercultural awareness and activities all of which were supported and delivered by volunteers.

One of the key challenges identified at an early stage of our work was the language barrier that existed between local communities, service providers and migrants. The demand for English classes grew from participants attending events organised by Cultúr.

In the course of the intervening years, Cultúr expanded its work and accessed resources to manage an initiative funded in 2007 under the EU EQUAL project MITE to address two core areas: the **Migrants Rights Initiative and Language and**

Integration Initiative. The resources for both of these initiatives ceased at the end of 2007 with the completion of EQUAL.

In 2008 Cultúr work focused primarily on information and advocacy provision provided by its project officer who is a trained information provider through its drop in centre and translation was made available in Polish, Lithuanian and Russian which was funded under Dormant Account funding accessed by the organisation.

In 2008 an application was made to the Office for Integration under the auspices of Meath county council to fund a project manager who was recruited in May 2009 along with the existing part time project officer and funds were secured for both posts for 2010.

During the intervening years Cultúr has continued to build relationships with migrants living in Co. Meath and has developed and nurtured positive working relationships with the community, voluntary and statutory agencies in the county.

The organisation is now at an important juncture and it is envisaged that this plan will steer a new direction that will build on the work of the intervening years. In the last twelve months the organisation has begun to undertake changes in terms of the direction of its work, including the approach to the work and the target group that we work with. In order to create a shared understanding of this new direction and to plan for it, a strategic planning process was put in place.

Current Context in relation to migration and integration issues in Co. Meath and Ireland

Cultúr has been working with migrants since 2004 and during this time the focus of our work has developed with our response to the issues presenting to us shifting to reflect these changed needs on the ground. We now find ourselves in a new context in relation to migration and integration not only in Co. Meath but in Ireland and internationally with many factors impacting on migration trends including the changing socio economic situation and policy changes therein. As a migrant organisation we want to locate ourselves in the best position to be able to respond to this changed environment and believe that this new strategic plan will support us to do this in an organised and effective manner with the communities we work with.

Statistical information on Meath migrant population

The Census 2006 states that the total population of Meath was 162,831, an increase of 21.5% since 2002.¹ 9.2% (14,924) of the total population of Co. Meath were non-Irish nationals.² 10,051 (67.3%) of this figure were of EU origin.³ The remaining 4,873 (32.65%) of non-EU origin were classified as African, Asian, US, Other and not stated.⁴ Comparative figures for non Irish nationals in other counties include Limerick 14,581, Tipperary 11,381, Wicklow 10,792 and Kildare 18,586.⁵

According to the Department of Enterprise, Trade and Employment website, the total number of work permits issued nationally in 2008 to non EU migrants was 13,567.⁶ 427 (3.1%) of those were issued in Co. Meath.⁷ Of that 427, 196 were new permits and 231 were renewals.⁸ In 2009, a national total of 7,380 have been issued to date, 223 (3.02%) in Co. Meath.⁹

Meath currently has a direct provision reception centre in Mosney which is located in the east of the county and this centre currently caters for approximately 600 asylum seekers. There are limited supports and resources directed to the residents from community, voluntary or statutory agencies in the county.

It is widely acknowledged that Ireland has been transformed from a country of net outward migration to one of net inward migration and that this change has occurred quite rapidly. As has been demonstrated by the statistics above, the vast majority of Ireland's migrants come from within Europe and the same is true for Co. Meath. Although migrants face many similar issues and barriers, it is nevertheless vital to specifically address matters which may affect various population groups of migrants

¹ <http://beyond20/20.cso.ie/Census/TableViewer/tableview.aspx?ReportId=75467>

² Meath Migrant Research Report, 2008, p. 14, Table 4.

³ Ibid; the statistics were broken down as follows; UK 3,826, EU 15 1,008 and EU accession 5,217.

⁴ Ibid; the breakdown was as follows; African 1,590, Asian 911, US 366, Other 710 and not stated 1,296.

⁵ [http://www.integration.ie/website/omi/omiwebv6.nsf/page/AXBN-7SQDF91044205-en/\\$File/Migration%20Nation.pdf](http://www.integration.ie/website/omi/omiwebv6.nsf/page/AXBN-7SQDF91044205-en/$File/Migration%20Nation.pdf)

⁶ <http://www.entemp.ie/publications/labour/2008/permitsbycounty.XLS>

⁷ Ibid.

⁸ In 2008, 78 work permit applications were refused and 11 permits were withdrawn.

⁹ <http://www.entemp.ie/publications/labour/2009/permitsbycounty.XLS>

in different ways e.g. in relation to rights, entitlements and immigration status e.g. migrants in the work permit system, asylum seekers, refugees and migrant women.

Research on migration and integration issues in Co. Meath

Issues raised by migrants themselves in 'Engaging Difference: The Opportunity of Diversity in a Changing County Meath' included issues relating to English language training, securing and maintaining employment, supporting families, lack of public transport, learning more and integrating with Irish culture, building resources for eventual return to country of origin and recognition of existing qualifications.¹⁰

Other issues identified by statutory agencies included: the need for more English language training, the need to deliver quality services that meet identified needs, need for specialist resources and expertise, training for staff in cultural diversity, policy planning and service co-ordination, improved awareness of rights, entitlements and services and the need to tackle substandard or exploitative employment conditions.¹¹

NGOs and voluntary based organisations in the county also outlined their concerns in the report. These included the need for the following: a co-ordinated institutional and agency approach, language competence, social and cultural engagement, proactive welcome strategies and support initiatives for migrants, social support and contact, the creation of a forum for learning and exchange [between NGOs], promotion of integration where desired, resources as required to achieve targets, proactive responses to meet needs so that problems do not emerge in the medium or long term and finally the need for advocacy and networks of NGOs.

Policy context in Co. Meath

Co. Meath is ahead of many other counties in terms of its work with migrants e.g. many counties have no specific group working with migrants whereas in Co. Meath Cultúr has been in existence for 6 years and has gained experience and expertise over this time period. An overarching issue, however, which has impacted on our work, has been the overall lack of investment from a social inclusion perspective in Co. Meath which in turn also has implications for work with migrants.

¹⁰ Engaging Difference: p22 of summary report

¹¹ Engaging Difference: p22 summary report

A further contextual issue for Co. Meath is the fact that there is currently no policy framework i.e. integration strategy in the county and as a result no policy co-ordination on matters relating to realising integration. Cultúr has recently established the Meath Intercultural Network as a structure which it is hoped can contribute to addressing this deficit over the coming years in order to ensure that planned policies are implemented which can have a very real impact on services, policies, supports and community work with migrants.

The Meath County Development Board has identified four priority areas for 2009-2012. Social Inclusion Measures are identified as one such area although it is pointed out that social inclusion should constitute an overarching theme in all actions.¹² The report highlights the need for county-wide strategies on inclusion of foreign national communities and notes the inadequacy of social inclusion funding and the fact that Co. Meath is one of the few counties that does not have a Local Development Social Inclusion Programme (LDSIP).¹³ In the new Local and Community Development Programme (LCDP) which has replaced the LDSIP, Meath now has its own programme which is being delivered by Meath Partnership, the local partnership company. Finally, the Le Cheile report highlights the value of Cultúr's work and the importance of supporting it.¹⁴

National and European policy context

The recognition of the need for co-ordination of integration policy at a national level was demonstrated by the creation of the Office of the Minister for Integration in July 2007. A number of new initiatives have been launched and structures have been proposed under the government policy statement on integration *Migration Nation*, for example, a Standing Commission on Integration, a Ministerial Council on Integration, a Task Force to establish policy needs¹⁵ and a Cabinet Committee on Social Inclusion, Children and Integration, however only a few of the structures announced have been realised.¹⁶ The National Action Plan against Racism (NAPAR) 2005-2008 has also led to policy responses such as the HSE Intercultural Strategy and the Diversity and

¹² Meath County Development Board Strategy Mid 2009-2012, An Mhi – Ag Obair Le Cheile, April 2009, p. 4.

¹³ Ibid, p. 21.

¹⁴ Ibid, p. 33.

¹⁵ Migration Nation, p. 9.

¹⁶ Ibid, p. 39.

Equality Strategy of An Garda Síochána, however no new NAPR was established post 2008 to build on the gains of the previous strategy and indeed the focus on racism was severely diluted in Migration Nation.

The Office of the Minister for Integration in its publication, *Migration Nation*, emphasises the importance of effective local delivery mechanisms for integration¹⁷ 'Integration lives and breathes, and indeed dies, at the level of the community'.¹⁸ The report also stresses the critical importance of evidence-based policy in the integration field.¹⁹ The report itself contains only a few brief references to non-EEA migrants and makes no mention of issues relating to asylum seekers and refugees.²⁰ Indeed the new structure, the Ministerial Council does not include asylum seekers as potential representatives on this structure. At the current time, the Immigration, Residence and Protection Bill is being deliberated before enactment. This new act will have considerable implications for immigration policy in Ireland into the future.

Migration policy is also changing and developing at EU level to meet changing migration patterns and issues. To date, the EU has focused on promoting best practice and the exchange of information and principles of integration common to Member States.²¹ One example of this effort is the elaboration of the European Common Basic Principles of Integration. In addition, the European Commission has published annual reports, handbooks on integration practices, and has developed a portal on integration activities. In 2005, it adopted a legal migration strategic plan.²² However the focus on migration continues to be narrowly focused on labour and economic migration with other elements relating to social policy being considerably reduced in terms of consideration at an EU level.

Organisational Change

In order for Cultúr to be able to meet the challenges outlined above in terms of the local, national and European context, this strategic plan provides a new direction for

¹⁷ Migration Nation, p. 22.

¹⁸ Ibid, p. 22.

¹⁹ Ibid, p. 23.

²⁰ For example, that non-EEA migrants are the main beneficiaries of services at Burgh Quay relating to immigration and citizenship matters, p. 51.

²¹ Ibid, p. 29.

²² Meath Migrant Research, p. 18.

the organisation, one that clearly states our approach to working with migrants which is a community work approach. Coupled with this new approach will be a refocusing and re emphasising on new areas of work and a move away or mainstreaming to the relevant organisations areas of work that the organisation may now be engaged in but which is more appropriately placed within the remit of mainstream agencies. In order to manage this change process an objective on organisational change is included in this new strategic plan.

An evaluation framework will be developed in the context of this plan to ensure continuous assessment of our impact and progress towards meeting our goals over the lifetime of the strategy.

Process of developing the Plan

At the inception of developing the new strategic plan a discussion took place at board level and a review document was drafted which outlined an agreed process for the development of the plan. This included the following actions

1. The development of a semi structured short questionnaire with those who currently access supports and participate in the work of Cultúr
2. A strategic review of our current areas of work and the key challenges/issues emerging from this which took place at our board meeting in May 2010.
3. Facilitated discussion/meetings and documentation of meetings/contacts made through key stakeholder response forms (s) with key stakeholders from nationality based groups, community, voluntary and statutory agencies that we have begun to work with and/or have established working partnerships with
4. A review of our current vision, mission statement, objectives and organisational work took place in June
5. Two planning meetings for the new strategic plan took place in June and July which were facilitated by an external consultant with expertise in strategic planning

6. Drafting and writing of the plan and presentation of same to the board took place in August which was then redrafted following feedback at the September and October board meetings and the final plan was endorsed and signed off at board meeting in November 2010

Consultation Feedback

The consultation process for the strategic plan was two fold and included feedback from migrants themselves and from key strategic partners that the organisation currently engage with or who are seeking to engage in the future with. This included community, voluntary and statutory agencies. It is important to note that the consultation was not an exhaustive list and the consultation exercise was time limited so there may be opinions or reflections not included in this document.

Summary documents were prepared based on feedback from the constituencies identified above and this was reviewed by the board and formed a key part of the review and planning process for the new strategic plan. A summary of this feedback is included below.

Summary of Key Stakeholder Feedback

Cultúr identified a number of key stakeholders that we currently work with and that we wish to work with in the future. Each stakeholder was contacted and asked to fill in a stakeholder questionnaire with the option of meeting with the project to discuss the feedback in more detail if required. Those agencies and organisations who responded to the questionnaire included: Meath VEC, HSE Child and Family services, DFSA Co. Meath, Meath County Council, Africa Caribbean Forum, African Women's Development Initiative and Meath Partnership.

The key points made included:

Challenges

- Concerns were raised about future resources for the organisation and the challenges this presents as no ring fenced core funding is available for us an NGO working on integration issues
- Expectations on the organisation from migrants and other agencies in the county
- The economic recession and its impact on migrants in terms of unemployment, social exclusion and discrimination
- The need to be clear about our remit and role and communicating this clearly
- The challenge in promoting and supporting integration of migrants in Co. Meath
- The gap in the supports available to migrants from outside the EU and the need to build trust through working with migrants
- Language barriers for migrants and the challenges this presents in accessing services and supports including community organisations such as Cultúr
- Being effective in supporting and promoting the participation of migrants in all aspects of life in Co. Meath
- Communicating a better awareness of the organisation

Positives

- Areas of work that we do well were cited as: drop in centre, translation provision, English classes etc
- The development of the Meath Intercultural Network
- Increased communication and relationship building with other organisations
- Advocacy work on behalf of migrants
- Engagement in interagency working around improving access to services and supports for migrants

Summary of feedback from Survey with Migrants

A separate survey was carried out with migrants themselves and it presents a snapshot over a four week period. We asked migrants to participate on a voluntary basis in completing a one page survey on what they identified as key issues for migrants living in Co. Meath and what they perceived as the priorities for Cultúr in developing a new strategic plan.

The survey was translated into three languages in addition to being available in English. It is not a representative picture of those we work as a whole but it reflects many of the current issues in our day to day work. The original survey was completed by 85 people.

The key points made included:

- The profile of those surveyed were in the main Polish, Lithuanian and Russian speakers with a small number of those surveyed coming from outside the EU
- Migrants who completed the survey were in the main educated to leaving certificate/vocational level with the numbers who have completed university at 14%
- Fifty one were female and thirty four were male
- When asked what their main priority issue was, the majority of people cited accessing employment and improving language skills
- Almost 50% came into contact with the organisation 'sometimes' with over 25% coming into contact with the organisation 'regularly'
- Welfare issues, language barriers and access to information rated highly as the main issues for those surveyed
- In terms of supports that migrants cited they had accessed from Cultúr, the four themes which arose included: the drop in centre, English class provision and translation supports with referrals to other agencies coming in fourth place
- When asked how Cultúr could improve the supports available to migrants living in the county, the main areas cited included English language provision, raising awareness on rights and entitlements, education and training supports, translation supports, increased availability of drop in supports and having an organisation like Cultúr available in the county

New Strategic Focus

In developing the new plan it was decided that a new vision, mission statement and a clear presentation of our core principles and values was vital in communicating our future intentions as an organisation.

CULTÚR Vision

A culturally inclusive society, where migrants, asylum seekers and refugees enjoy full participation and equality.

CULTÚR Mission

Cultúr is a community organisation that works with migrants, asylum seekers and refugees promoting equal rights and opportunities to develop an intercultural County Meath.

Core Principles and Values

- A commitment to working towards an anti racist and intercultural society
- A focus on an equality framework which is anti racist, anti sexist and promotes the social inclusion of migrants
- An emphasis on a community work approach to our work
- A commitment to the empowerment and participation of migrants
- A commitment to working in solidarity with others seeking to promote the rights of migrants through a shared vision and ethos

A Community Work Approach

Community work seeks to achieve social change through addressing the root causes of inequality and injustice. A community work approach is concerned with developing a critical analysis of society, power within society and the structural nature of inequality and injustice. The manner in which this is achieved is through the participation of migrants who are affected by policy in the decision making process on issues that affect them in order to formulate or influence policy change. It involves awareness raising, conscientisation, collective action and the mobilisation of migrant voices to affect real social change. A community work approach will underpin the work of Cultúr by actively empowering migrants to participate in addressing the issues they are concerned with as they affect them.

A Community Work approach includes/promotes:

- Empowerment of migrants through community work processes
- The development of a migrant analysis on issues impacting on migrants themselves through building the capacity of migrants creating an analysis of their situation
- Collective action by migrants which promotes solidarity and shared identified campaigns and issues
- Migrant participation in the planning, development and implementation of strategies impacting on their lives
- Visibility and Representation of migrants as advocates and leaders at all levels of society

Strategic Priorities and Areas of Work

In working towards the goals outlined below Cultúr has identified four key areas of work which are:

- Community work
- Policy Work
- Information Work
- Organisational Development

Goals

- 1. Community Work:** Use a community work approach to identify, engage with and support the empowerment of migrants within County Meath.
- 2. Policy Work:** To influence policy development facilitating the participation of migrants, addressing their needs and interests
- 3. Information Work:** To create awareness of rights and entitlements in order to empower migrants to exercise their rights equally.
- 4. Organisational Development:** To continue to develop Cultúr as an organisation which has structures and policies that are inclusive of migrants and is accountable in its management and corporate responsibilities

1. Community Work

Goal: Use a community work approach to identify, engage with and support the empowerment of migrants within County Meath.

Objectives:

- ⇒ To identify specific target groups of migrants who are not yet engaged in the work of Cultúr.
- ⇒ To foster leadership by migrants through capacity building work.
- ⇒ To prioritise projects and initiatives that are community work centred and inclusive of migrants
- ⇒ To work in solidarity with the wider community sector to support equality and anti racism work.

2. Policy Work

Goal: To influence policy development facilitating the participation of migrants, addressing their needs and interests.

Objectives:

- ⇒ To support and develop an inter-agency forum for agencies with responsibility for migrants i.e. the Meath Intercultural Network.
- ⇒ To work in partnership with appropriate policy making agencies concerned with integration, equality and social inclusion issues
- ⇒ To formulate, inform and advocate for future changes in policy and legislation to more effectively address the needs and interests of migrants.
- ⇒ To identify gaps, duplication and overlap in the provision of services and supports for migrants

3. Information Work

Goal: To create an awareness of rights and entitlements in order to empower migrants to exercise their rights equally.

Objectives

- ⇒ To redefine the role and remit of the drop in centre, integrating the work of the centre with the community and policy work initiatives of the organisation
- ⇒ To support the enhanced participation of migrants who access the drop in centre in other areas of work carried out by the organisation
- ⇒ To create a body of statistical information which would directly impact on the policy work of the organisation and which would inform policy and service development of key agencies in the county
- ⇒ To develop new 'outreach' clinics in parts of the county with significant migrant populations and no access to mainstream information supports

4. Organisational Development

Goal: To continue to develop Cultúr as an organisation which has structures and policies that are inclusive of migrants and is accountable in its management and corporate responsibilities

Objectives:

- ⇒ To oversee a phase in period of 6 months to implement the changes in the new strategic plan
- ⇒ To ensure the strategic plan is monitored, reviewed and evaluated over the lifetime of the strategy
- ⇒ To ensure that governance, structures and policies are operating effectively to the highest standards
- ⇒ To address funding needs over the lifetime of the plan and ensure best practice standards in terms of financial management of the organisation

Community Work

Goal 1: Use a community work approach to identify, engage with and support the empowerment of migrants within County Meath.

	Objective	Desired Outcome	Performance Indicator
1.	To identify specific target groups of migrants not already engaged in the work of Cultúr e.g. asylum seekers, refugees vulnerable migrant workers and migrant women	The needs of migrants who may be vulnerable or hidden are identified and responses developed to the specific needs of these groups as part of the overall work of the organisation	<ul style="list-style-type: none"> • Pre development work and assessment of needs carried out with specific groups e.g. Third Country Nationals, Asylum seekers • Work documented, recorded and disseminated • Organisational responses developed across all programme areas • Alliances and working relationships developed with civil society groups and other agencies working with the target groups identified
2.	To foster leadership by migrants through capacity building work	The establishment and development of a strong Migrants Forum for Co. Meath which fosters migrant leadership and participation in ensuring migrant voices shape and	<ul style="list-style-type: none"> • Establishment and Development of Meath Migrant Forum • Action/Issue based Groups developed with work plans attached • Leadership programme

		influence policy and migrant participation in the county	designed and delivered
3.	To prioritize projects and initiatives that are community work centered and inclusive of migrants	Implementation and delivery of projects including Equality for Women Measure (EWM) the European Integration Funds (EIF) projects as integrated responses to the needs of migrants	<ul style="list-style-type: none"> • Ensure that county wide initiatives are co-ordinated and delivered by Cultúr working in partnership with other agencies and identification of new relevant projects
4.	To work in solidarity with the wider community sector to support equality and anti racism work	To mainstream community work initiatives and practices with migrants workers into the wider community sector working in partnership with the relevant organisations in the county	<ul style="list-style-type: none"> • Collaboration on joint initiatives that support local and county based organisations working with migrants and wider social inclusion and anti racism issues • To provide supports to organisations seeking to support migrants and developing organisational responses • To document, disseminate information on community work with migrants feeding into community work responses

Policy Work

Goal 2: To influence policy development facilitating the participation of migrants, addressing their needs and interests.

	Objective	Desired Outcome	Performance Indicator
1.	To support and develop an interagency forum for organisations working with migrants i.e. the Meath Intercultural Network	<p>A strong vibrant forum of individuals, agencies and migrants working together to support and realize migrant integration in the county.</p> <p>County wide integration strategy developed which provides a policy framework and strategic approach to integration issues in Co. Meath</p>	<ul style="list-style-type: none"> • Participation of key players working in collaboration with ownership of the MIN shared • Migrant participation strong and viable in the MIN • Development of a work programme for the MIN • Resources identified and accessed to support the actions developed and to sustain the MIN itself • Profile of the MIN and its work strong in the county as a credible network • Funding application for the development of an integration strategy for the county pursued through the forum • Participation in the development of an Integration strategy for the county

2.	To work in partnership with appropriate policy making agencies concerned with integration, equality and social inclusion issues	The analysis of Cultúr and its work influences and shapes county and national responses to migrant issues	<ul style="list-style-type: none"> • Cultúr actively engaged in relevant county fora relating to integration, equality and social inclusion issues • Cultúr strategically participating in local and national campaigns aimed at raising awareness and highlighting policy issues impacting on migrants
3.	To formulate, inform and advocate for future changes in policy and legislation to more effectively address the needs and interests of migrants.	Cultúr policy work impacting on migrants at both a county and national level which in turn leads to more equal and responsive policies impacting on migrants	<ul style="list-style-type: none"> • Submissions and Policy papers prepared on relevant issues at both a local and national level • Meath Migrants Forum influencing and contributing to policy development • Case Management System recording information work feeds into policy responses as evidence based approach
4.	To identify gaps, duplication and overlap in the provision of services	At all levels of our work including the drop in centre, community and policy work that gaps	<ul style="list-style-type: none"> • Case management system identifying key issues on the ground for migrants which in

	<p>and supports for migrants</p>	<p>which exist in the provision of services are identified, documented and inform the direction of our work</p>	<p>turn will feed into policy responses</p> <ul style="list-style-type: none"> • Community work initiatives focused on examining root causes of social exclusion which will then feed into work of the organisation, local and national policy for a • Policy work evidenced based on community work and information work undertaken by the organisation
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Information Work

Goal 3: To create an awareness of rights and entitlements in order to empower migrants to exercise their rights equally.

	Objective	Desired Outcome	Performance Indicator
1.	To redefine the role and remit of the drop in centre, integrating the work with community and policy work initiatives of the organisation	<p>Increased impact from information work for migrants</p> <p>Mainstream agencies more responsive to the needs of migrants</p> <p>Migrants empowered to access information through self advocacy</p> <p>Staff and volunteers trained to respond in a restructured drop in centre</p>	<ul style="list-style-type: none"> • Charter document on restructured drop in developed • Communication message developed and delivered to key agencies and migrants themselves about the redefined role of the drop in centre including the case management system • Referral and mainstreaming process developed with key agencies in the county to support direct access and participation by migrants within these agencies • Self advocacy model developed with migrants accessing the drop in centre • Training and support provided to all volunteers within the organisation on the

			newly developed role
2.	To support the enhanced participation of migrants who access the drop in centre in other areas of work carried out by the organisation i.e. community and policy work: Migrants Forum, MIN, volunteering and action groups	Migrants attending the drop in centre participate in community and policy work initiatives	<ul style="list-style-type: none"> • Increased participation and leadership of migrants in the Migrants Forum • Increased participation of Migrants as volunteers in the organisation • Increased participation of migrants in community and policy work initiatives
3.	To create a body of statistical information which would directly impact on policy work of the organisation and which would inform policy and service development in the county	Case Management system established resulting in relevant and timely information on the key issues impacting on migrants which in turn leads to strategic responses to same	<ul style="list-style-type: none"> • Statistics generated and patterns re issues identified and disseminated • Responses to issues identified including by the organisation, other agencies and policy responses • Organisation more responsive to the needs of those accessing the drop in
4.	To develop new 'outreach' clinics in parts of the county with significant migrant populations and no access to mainstream	The information provision needs of migrants living in areas of the county with no access to information supports are met through an outreach access project	<ul style="list-style-type: none"> • Resource potential for this work identified • Partners in the development of this project sourced • Sites for potential clinic

	information supports		times identified <ul style="list-style-type: none"> • Pilot sites tested • Learning documented and disseminated with partners • Clinics established • Monitoring and evaluation of same
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Organisational Development

Goal 4: To continue to develop Cultúr as an organisation which has structures and policies that are inclusive of migrants and is accountable in its management and corporate responsibilities

	Objective	Desired Outcome	Performance Indicator
1.	To oversee a phase in period of 6 months to implement the changes in the new strategic plan	Organisational change process completed and a shared understanding of new direction for board, staff, migrants and agencies in the county	<ul style="list-style-type: none"> • Communication strategy on new strategic plan developed • Organisational change plan developed and implemented
2.	To ensure the strategic plan is monitored, reviewed and evaluated over the lifetime of the strategy	An evaluation framework is developed in the context of this plan facilitating continuous assessment of our impact and progress towards meeting our goals over the lifetime of the strategy.	<ul style="list-style-type: none"> • Evaluation framework mapped out at board level • Monitoring and evaluation processes take place at regular intervals to benchmark the implementation process for the plan over its lifetime
3.	To ensure that governance, organisational structures and policies are operating effectively to the highest standards	All appropriate policies and procedures including corporate and legal requirements are met in an effective manner	<ul style="list-style-type: none"> • All appropriate internal policies and procedures not currently in place identified, developed and implemented through sub committees and the Board

		<p>Cultúr structures i.e. board, staff, volunteers reflect diversity</p>	<ul style="list-style-type: none"> • Adherence to all corporate and legal requirements • Board Development Plan implemented • Board working groups functioning and effective
3.	<p>To address Cultúr funding needs over the lifetime of the plan and ensure best practice standards in terms of financial management of the organisation</p>	<p>The strategic plan adequately funded to achieve goals set out and work along with assessment and identification of future needs</p> <p>Financial systems of the organisation operating to the highest standards</p>	<ul style="list-style-type: none"> • Funding sources for core work identified and agreed • Funding plan developed for lifetime of the strategy • Financial procedures policy and governance reviewed by board and financial sub group • Financial procedures policy updated and agreed and review times set re same

Glossary of Terminology used in this document

Asylum seeker: A person expressing in a manner the wish to seek international protection outside his or her own country²³

Community Work: A community work approach is concerned with developing a critical analysis of society, power within society and the structural nature of inequality and injustice. It involves awareness raising, conscientisation, collective action and the mobilisation of migrant voices to affect real social change.

Meath Migrants Forum: The forum is a space for migrants living in Co. Meath which seeks to support collective action among migrants on the issues affecting their lives

Migrant Worker: A migrant worker is a person who is to be engaged, is engaged or who has been engaged in a remunerated activity in a state of which he or she is not a national ²⁴

MIN: Meath Intercultural Network is an interagency network exploring integration issues in Co. Meath and its members include migrants, ethnic led groups, and community, voluntary and statutory agencies.

OMI: The Office of the Minister of State for Integration (OMI) was set up in June 2007 following the appointment by the Government of a Minister of State with responsibility for the development of integration policy. The OMI published Migration Nation, the government' strategy statement on integration in 2008

Refugee: A person outside of his or her own country who cannot return to this country because he/she has a well founded fear of persecution or is unable or unwilling to return there owing to serious and indiscriminate threats to life, physical

²³ The Hague Process on Refugees and Migration: Terms and Concepts Handbook July 2008 UNESCO page 8

²⁴ Art. 2(1), International Convention on the Protection of the Rights of all Migrant Workers and members of their Families (1990)

integrity or freedom resulting from generalised violence or events seriously disturbing public order.²⁵

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²⁵ The Hague Process on Refugees and Migration: Terms and Concepts Handbook July 2008 UNESCO page 17