



**STRATEGIC  
PLAN  
2021-2025**

**LASC**

## CONTEXT: EXTERNAL ENVIRONMENT

The Covid-19 pandemic has highlighted inequalities and injustices at all levels. Vaccine hoarding, migration restrictions, far-right manipulation and corporate profiteering are all taking place against a backdrop of huge global social and economic inequalities with marginalised communities being the worst hit, while having least access to quality healthcare, economic security and vaccines.

In Latin America, in the face of these and other recurring systemic abuses, we have seen a wave of popular uprisings in Haiti, Ecuador, Honduras, Chile, Bolivia, Peru, Nicaragua and Guatemala that have been met with excessively violent repression by police and military.

In addition, social and environmental conflicts over land, water and mineral resources are intensifying as another commodity 'super-cycle' gets underway, with extractive industries expanding and intensifying in response to high global prices, driven this time partly by demand for renewable energy technologies. As a consequence, the land and water defenders (often from indigenous communities) resisting this expansion are being brutally silenced.

And while the feminist and LGBT+ movements have made great progress in the region in recent years, there is a reactionary counter-movement underway lead by evangelical churches and far-right political groupings threatened by this progress.

In Ireland meanwhile, we see the rise of far-right tendencies in debates around immigration, asylum seekers and direct provision. The presence of large numbers of Latin American migrants now living in Ireland, meanwhile, has major implications for the work done by LASC, and there is an ever-growing need to support these communities.

## CONTEXT: LASC

As the only national NGO working exclusively on Latin American issues in Ireland, LASC has a long track-record and significant recognition and presence in Irish civil society. 2021 marks the organisation's 25th anniversary, and the need for its work as a strong social justice organisation connecting Ireland and Latin America is greater than ever. LASC has undergone a complete overhaul in recent years with new staff, a new Committee and even a new office. Utilising LASC spaces to promote critical thinking and learning on issues linking Latin America and Ireland will continue to contribute in important ways to the understanding of the global nature of the mechanisms that create inequality and oppression, and an important part of promoting activism in Ireland rooted in global solidarity.

One of the major changes in the connections between Ireland and Latin America in recent years has been the sharp increase of Latin American migrants living in Ireland. For example, Brazil was among the top six Non-Irish nationalities living in Ireland at the time of the 2016 census. This has been reflected in LASC's membership; the Management Committee; leadership of LASC events; LASC volunteers; and participation in the consultation process for this plan. Working on Latin American issues in Ireland can no longer be done without the voice and representation of these communities.

The 2021-2025 Plan reflects these changes, honouring the history of LASC while expressing a vision for its future direction that will lay the basis for the next 25 years of Ireland-Latin America.

# The Heart of LASC

LASC is a member-based, social justice organisation linking Ireland and Latin America.

- LASC is a wide network of current and past members with a diverse range of experience and relationships connecting Ireland and Latin America.
- LASC is a growing community of critical learning and solidarity action.
- LASC is increasingly a vehicle for the organizing of Latin America migrant communities in Ireland.
- LASC is a bridge builder that makes connections between grassroots groups in Ireland and Latin America.



LASC members at the "Trump not welcome" Protest, 6th June 2019



# Mission, Vision and Values

## Mission

LASC's mission is to expose and challenge the current injustices in Latin America and in Ireland, through public awareness-raising, development education, information exchanges and campaigns in solidarity with the people of Latin America who are resisting oppression and are struggling to create a fair and inclusive society.

## Vision

LASC believes in a Latin America and an Ireland based on equality and social justice where all human beings have the conditions to live free from oppression, to realise their full potential, and where human societies are embedded in thriving mutual relationships with the broader life systems that we depend on.



Nicaragua support demonstration, February 2019

# Mission, Vision and Values

## Values

**Solidarity** - standing in common cause while recognising colonial legacies and systemic power relations and the resulting differentiated impacts and capacity to respond. Solidarity between communities and movements is one of the strongest tools in the struggle for justice in an increasingly interconnected world.

**Diverse Community** - collective organising in ways that nurture diverse communities who work side by side combining their singularities and being empathetic with their differences.

**Accompaniment** - longer-term support for communities in ways that prioritize their evolving needs, while respecting differences in context and circumstances. It is also to be done in ways that minimise the burden of work and communication for communities.

**Anti-Racism** - LASC is committed to active prevention and confrontation of any individual or collective practices that have the effect of violating the rights of any person, either directly or indirectly, because of their origin or ethnicity. In all of our work, we will aim to counteract and dismantle the ignorance and underlying prejudices that fuel and justify discrimination and oppression.

**Community Care and Reproduction** - LASC recognizes the deep individual and collective trauma present everywhere in our societies, but disproportionately in historically marginalized groups, and strives to create the practices and culture of healing and regeneration that must accompany deep social and political transformation.

**Good Governance, Transparency and Accountability** for LASC are pillars of organisational resilience. LASC accounts are reviewed regularly by the Coordinator and reviewed monthly by the Treasurer, who reports quarterly to the Management Committee and annually to members at the AGM. Accounts are also externally audited and published on the LASC website annually. LASC is also a signatory of the Dóchas Code of Corporate Governance and the Charities Regulator Governance Code.

# Target Populations

## Initial Target Populations for LASC during the years 2021-2025

- Communities, groups and organizations in Latin America
- Community and Adult Education Sector and alumni
- Latin American migrant community
- Activist groups and campaigns in Ireland
- Secondary school teachers and students
- Youth and community Sector
- Existing and new potential funders
- Former LASC Cmt. members and LASC community
- Irish NGOs
- Irish Authorities
- Allies in Academia
- Trade Unions

# LASC Strategic Priorities 2021-2025

## 1. Solidarity Campaigning

For LASC, is a tool to bring about changes in the attitudes, policies and actions of individuals and institutions. LASC's solidarity is an expression of empathy and common purpose with the popular movements struggle for social justice, equality and genuine freedom.

LASC's connections to Latin America are through the relationships of a broad network of individual members and groups, past and present. The trust built up in these relationships is crucial for mutual understanding, and being able to stand in solidarity and common cause when necessary. Nourishing and building on this network is essential for all of our work.

LASC campaigning and support will focus on strengthening marginalised communities according to their needs and priorities both in Ireland and Latin America as part of the broader global movements working towards deep transformation of our economic and political systems.

Key to LASC's work is the question of how people in Ireland can stand in effective and meaningful solidarity with communities and movements in struggle in Latin America, Ireland and elsewhere in the world.

As a small organisation, LASC needs to collaborate and leverage its networks to maximise political reach and influence. This will be achieved by getting issues on to the agenda of broader civil society and institutions in Ireland and through participation in relevant networks in Ireland and internationally.



# LASC Strategic Priorities 2021-2025

## 2. Migrant Justice

One of the major changes in the connections between Ireland and Latin America in recent years has been the sharp increase of Latin American migrants living in Ireland. Working on Latin American issues in Ireland can no longer be done without the voice and representation of these communities. While historically LASC has mainly been a platform for Irish people acting in solidarity with struggles in Latin America, its present and its future will be much more about Irish and Latin American people in Ireland working together.

Collaborations between LASC and organised migrant communities have already taken place in small projects in areas such as women's rights; housing; visas; healthcare; individual case work; cultural activities and co-organisation of events. This complements the broader mission in important ways. Migrant communities are far from homogenous, but rather reflect the structural inequalities and injustices LASC has always sought to challenge in Latin America. While the lived experience of those migrants in Ireland reflects other forms of discrimination and exploitation.

LASC will continue to collaborate closely with Latin American migrant communities in Ireland, working together to identify gaps in support and needs as it clarifies the long-term role in this work.

# LASC Strategic Priorities 2021-2025

## 3. Development Education

Inspired by Freirian pedagogy, LASC's education work helps participants to reflect together on their shared contexts and space for action. Learners discovering how to participate critically and creatively in the transformation of their world is our main guiding principle. Our methodologies are participatory, and learner-centred aiming to promote the knowledge, attitudes and skills necessary to develop active, aware and informed constituencies for change. Given that this critical thinking and awareness involves engaging people on a more long-term basis, member engagement work and education work will go hand in hand in order to sustain and grow the LASC community of critical learning and solidarity action.

LASC is committed to best practice of the development education sector in Ireland. To this end, we are signatories of, and fully compliant with, the IDEA Code of Practice for Development Education.

## 4. Membership

LASC is a member organisation and must constantly seek to facilitate the diverse forms of engagement of members. In order to meet its objectives in the coming years, LASC must draw on its rich history of solidarity work in order to nourish current and future LASC activism, while reflecting emerging changes in Latin American-Irish connections in its membership.

# LASC Strategic Priorities 2021-2025

## 5. Organisational Development

To ensure LASCs capacity to fulfill its mission, and to strengthen the organisation for the future, LASC's governance, accountability and transparency will be maintained to the highest sector standards. In how it is organised and delivers its projects, LASC will seek to challenge oppressive power relations at all levels, both internally and externally.

**OUTCOMES: WHERE WE WANT TO GET TO;  
WHAT WILL WE DO: HOW WE'RE GOING TO GET THERE;  
INDICATORS: HOW WE'LL KNOW WHEN WE'RE THERE.**



LASC members accompanying Jakeline Romero Epiayu from Fuerza de Mujeres Wayuu in La Guajira, Colombia at Irish Human Rights Centre, Galway during Latin America Week, April 2019

# LASC Strategic Priorities 2021-2025

## Strategic Objective 1. Solidarity Campaigning

**Outcome:** To have facilitated and promoted solidarity action and campaigns by LASC members and target groups according to our values.

### What will we do to achieve this?

- LASC will amplify the voices of allied groups and their struggles on its platforms, in its education projects and where possible through direct support and campaign action, both in Latin America and in Ireland
- LASC will actively seek to generate new links between Latin American communities and Irish communities as a basis for exchange, mutual learning and creating the conditions for solidarity action
- LASC will support networks working to create legally binding accountability mechanisms for multinational corporations with respect to human rights in the Irish, EU and UN contexts with a focus on access to remedy for affected communities and the safety of human rights defenders
- LASC will encourage and facilitate research and solidarity action by members in cases of abuses involving Irish companies, EU policy and Irish corporate structures including finance, insurance and subsidiaries of multinationals based in Ireland
- LASC will bring guests to Ireland to participate in public events, while always building their contact base, supports and resources to strengthen their long-term struggles
- LASC will introduce the Latin American dimension to Irish debates while highlighting differentiated impacts and capacity to respond and Ireland's complicity in structures that perpetuate injustices
- LASC will carry out long-term accompaniment and support work in ways that build the capacity, contacts and resources of affected communities in Latin America
- LASC will coordinate with other Irish and international groups working on the same cases and campaigns to facilitate communication for affected communities
- LASC will highlight intellectual currents and responses coming from Latin America



# LASC Strategic Priorities 2021-2025

## What will our indicators of success be?

- Presence of the struggles of allies and the groups being supported in LASC's social media, newsletter, and educational methodologies and materials
- Number of relationships created between communities
- Number of national and international networks working in similar cases and campaigns with which LASC is collaborating
- Membership of Irish Coalition for Business and Human Rights; Irish government policy on business and human rights; Irish government position on UN negotiations on business and human rights
- Campaigns directly focused on Irish corporate involvement in social and environmental abuses linked to Latin America
- Guests brought to Ireland and improvements in their contact base, supports and resources
- Latin American dimension introduced to Irish debates according to LASC values
- Latin American intellectual currents and responses positioned in Irish debates and academia



LASC members protesting at offices of CMC, sales and marketing company for the Cerrejon coal mine in Colombia, February 2019



# LASC Strategic Priorities 2021-2025

## Strategic Objective 2: Migrant Justice

**Outcome:** To have strengthened Latin American migrant justice organising in Ireland and build LASCs institutional capacity for this work into the future.

### What will we do to achieve this?

- Co-organisation of LASC Weds Talks and events with Latin American migrant community groups to continue strengthening relationships
- At least half of LADI course facilitators will be from Latin American migrant communities
- LASC will aim to have half of the Management Committee from Latin American migrant communities
- Support and facilitate the activities of allied organised migrant groups with promotion, resources, contacts, platforms, use of LASC office
- LASC will facilitate connections between allies in migrant communities and academia, particularly in the areas of migration, social justice and human rights in Latin America
- Continued delivery of trainings and workshops in Spanish and Portuguese on immediate priorities and concerns identified by allies in Latin American migrant communities with a view to building a long-term project in this area
- Use LASCs position to pressure other institutions and support collective actions and demands of allies in Latin American migrant communities
- Begin to position LASC in alliances that advocate for policy changes in these areas.
- Include funding in application for secondary schools education projects to include exchanges with migrant communities
- 2021-2022 art project will be led by Latin American migrant community members
- Strategic plan made available in Spanish and Portuguese
- Seek funding for a migrant community outreach staff person

# LASC Strategic Priorities 2021-2025

## What will our indicators of success be?

- LASC Weds Talks and other events co-organised with Latin American migrant communities
- Number of facilitators on LADI course from Latin American migrant communities
- Latin American migrant community members on the Management Committee
- Activities of allied organised migrant groups supported
- Contacts facilitated between academia and migrant communities and projects underway
- Trainings and workshops delivered in collaboration with migrant communities
- Long-term migrant support project developed
- Actions and demands of allies in migrant communities positioned with LASCs support
- LASC membership of alliances working on migrant rights and anti-racism
- Funding in secondary school education projects for migrant community exchanges
- Art project concluded with migrant community leadership and voices
- Funding sought for migrant community staff person

**LASC members at the International Women's Day demonstration in Dublin, March 2020**



# LASC Strategic Priorities 2021-2025

## Strategic Objective 3: Development Education

**Outcome:** To have expanded the LASC community of critical learning and solidarity action in the formal and informal education sectors in Ireland by focusing on the root causes of global injustices and inequalities while supporting community resistance and alternatives.

### What will we do to achieve this?

- Continue and, where possible, expand annual Latin American Development Issues (LADI) Course
- Create database and engagement strategy for LADI alumni
- Annual Latin American Week (LAW) events – Conferences, Talks, Public events.
- LASC Weds regular monthly talks, cine-forums, debates
- Broaden the scope of Spanish, and in the future Portuguese, language education at Secondary level in Ireland through workshops to students and training for teachers
- Build a community of secondary school teachers experienced in development education for potential further engagement and action projects
- Bring Latin American and global justice issues to the youth sector through workshops to trainee youth and community workers
- Involve Latin American migrant communities directly in the planning process for funded activities
- Incorporate issues related to migration in modules/sessions of all LASC courses

# LASC Strategic Priorities 2021-2025

## What will our indicators of success be?

- Participants in LADI course
- LADI alumni becoming LASC members and participating in events and campaigns
- Participants at LAW events
- Participants at LASC Weds events
- Number of workshops given to secondary schools
- Number of trainings given to secondary school teachers
- LASCs teaching resources for Spanish teachers disseminated in English and As Gaeilge
- Action projects carried out by secondary school teachers
- Alumni of LASC trainings with youth and community workers becoming members and engaging in other LASC activities
- Annual meeting held with allied groups from the LA migrant community to discuss and plan project activities
- Migration-related issues covered in LASC courses



**Participants at the course  
"Financial Justice in Latin  
America", ran by LASC & FJI,  
October 2019**



# LASC Strategic Priorities 2021-2025

## Strategic Objective 4: Membership

**Outcome:** To have grown the LASC membership and deepened current levels of member leadership and participation in ways that make the most of LASC's history and reflect emerging changes in Latin American-Irish connections.

### What will we do to achieve this?

- In 2021 LASC will pilot a member-only newsletter with additional updates and content in order to enhance engagement and incentivise membership
- Create a membership strategy to attract new LASC members and retain existing ones
- Coordinator and Admin will ensure that there is clear and up to date information available on LASC membership and volunteers in order to monitor changes and tendencies
- LASC committee will endeavour to provide details of historical LASC groups, campaigns and most active members to those working on related issues today
- LASC will support campaign groups of active members by providing contacts; use of LASC platforms; LASC administrative capacity; and facilitation if necessary
- LASC events and education spaces will provide opportunities for follow-up engagement for participants, including links to specific campaigns and groups in Latin America and Ireland
- Event participants will be invited to become LASC members with a clear explanation of what's happening in other areas of LASC work and benefits of membership
- Create space for discussion with members regarding participation and potential projects



# LASC Strategic Priorities 2021-2025

## What will our indicators of success be?

- Number of members
- Degree of member participation and engagement
- Connections between historically active LASC members and current members
- LASC campaign groups able to respond to communities seeking international solidarity, and react to moments of crises or particular need
- Participants in LASC events and education spaces joining related campaign groups
- Participants in LASC events and education spaces becoming LASC members
- Annual members meeting, separate from AGM, where members are invited to attend to discuss how they can get more involved in LASC. New members will also be invited

**Day of the Dead Festival,  
October 2018**



# LASC Strategic Priorities 2021-2025

## Strategic Objective 5: Organisational Development

**Outcome:** LASC's governance and accountability are up to the highest sector standards and capacity is in place to implement its projects and fulfil its mission while challenging oppressive power relations in how we organise and work.

### What will we do to achieve this?

- Monitoring and Evaluation Sub-Committee designated and improved data collection methods put in place with clear roles and responsibilities
- LASC Strategic Plan is reviewed annually by Monitoring and Evaluation Sub-Committee; at mid-term by Management Committee; and on completion by an external evaluator
- Include in Member Strategy member leadership and resilience in case of funding cuts
- LASC Staff and Committee will strengthen relations with current funders through regular contact and updates
- LASC Staff and Committee will actively seek new funding opportunities
- Update induction process and implement a buddy system for all new Management Committee members
- While LASC is working to broaden its network of alliances generally, it will do so particularly with groups from target populations where there is a strong alignment of values

# LASC Strategic Priorities 2021-2025

## What will our indicators of success be?

- Monitoring and Evaluation Strategy being implemented in full
- Up to date feedback and M&E data is made available for planning future activities.
- Funding for M&E is incorporated in new project proposals submitted.
- Existing funding sources maintained and new opportunities identified.
- LASC is staffed by sufficient personnel to implement projects and fulfil its mission
- LASC Management Committee turnover.
- The number of new alliances made and networks joined in line with values and strategic priorities



T-shirt part of the campaign to boycott Coca-Cola products, after a dispute on bottling plants throughout Colombia where workers were targeted by a concerted campaign of violence, 2003