

Nasc, Migrant and Refugee Rights Centre

Strategic Plan 2026 - 2029



Nasc

Migrant & Refugee Rights

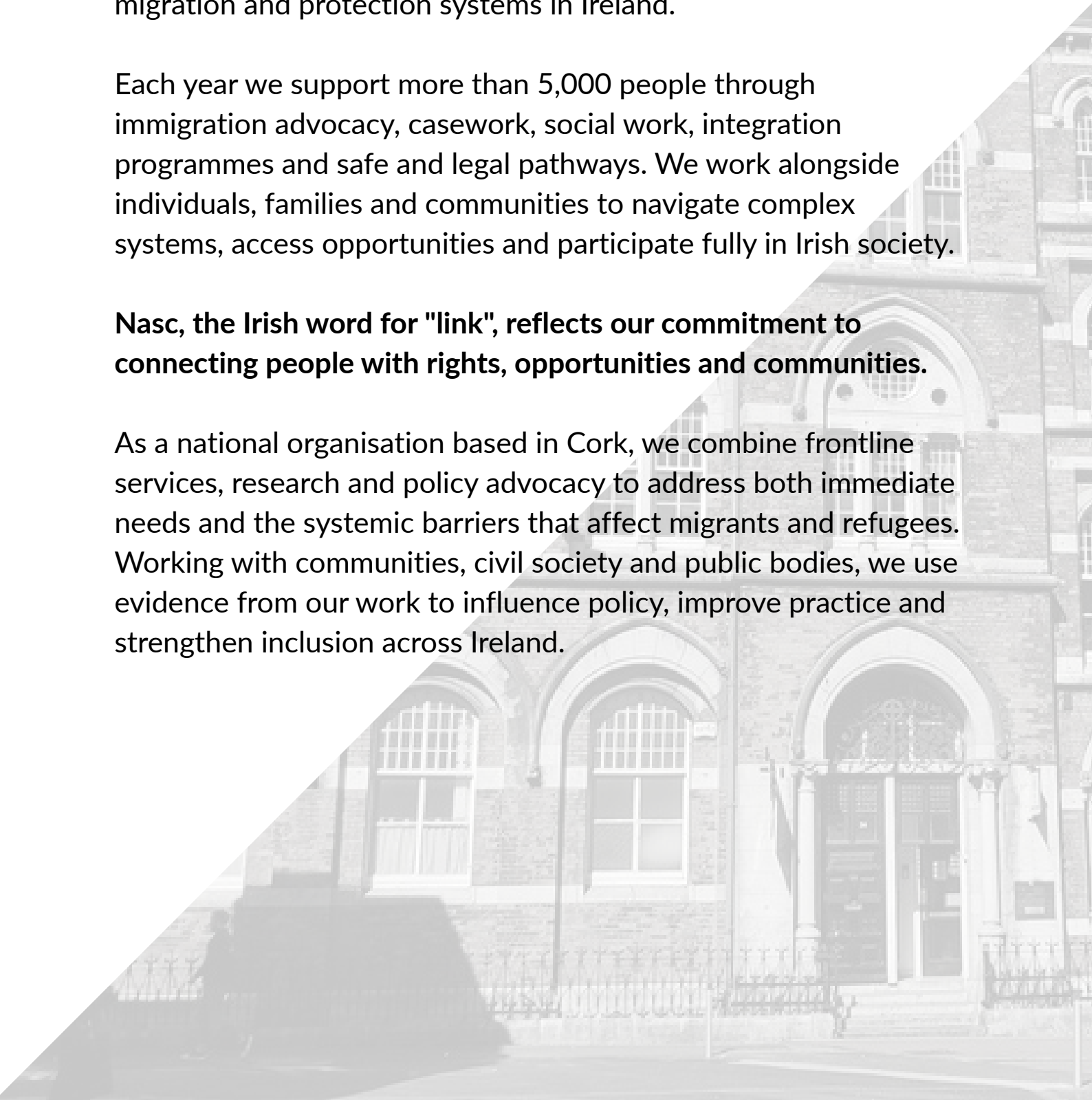
Who We Are

Nasc works with migrants, international protection applicants and refugees to protect rights, strengthen inclusion and shape fairer migration and protection systems in Ireland.

Each year we support more than 5,000 people through immigration advocacy, casework, social work, integration programmes and safe and legal pathways. We work alongside individuals, families and communities to navigate complex systems, access opportunities and participate fully in Irish society.

Nasc, the Irish word for "link", reflects our commitment to connecting people with rights, opportunities and communities.

As a national organisation based in Cork, we combine frontline services, research and policy advocacy to address both immediate needs and the systemic barriers that affect migrants and refugees. Working with communities, civil society and public bodies, we use evidence from our work to influence policy, improve practice and strengthen inclusion across Ireland.



The Strategic Context

Ireland's migration and protection landscape is changing rapidly. More people are seeking safety and opportunity in Ireland at a time of increasing pressure on housing, public services and community cohesion.

Migration policy is evolving both nationally and across Europe, while the implementation of the EU Pact on Migration and Asylum is reshaping the systems that migrants, refugees and the organisations supporting them must navigate.

At the same time, demand for Nasc's services continues to grow. Immigration and protection systems have become increasingly complex, with greater reliance on digital processes creating new barriers for many people.

Public debate around migration has become more polarised, requiring organisations like Nasc to continue advocating for evidence-based policy while supporting constructive public dialogue.

Over the next four years, we will consolidate our services, strengthen our organisational resilience, deepen our policy leadership and continue to invest in partnerships, research and integration. Our strategy builds on the strengths of the organisation while responding to new challenges with ambition, focus and purpose.

Vision

An inclusive Ireland where migrants and refugees are protected in law, safe and respected, and able to participate fully and equally in society.



Mission

Nasc works with migrants and refugees to protect rights, strengthen inclusion and shape fairer migration and protection systems through services, advocacy, research and partnership.

We work to ensure that migrants and refugees can access protection, participate fully in society and build safe, independent and secure lives in Ireland.

Our Values

Agency: We support people to shape their own futures and make informed choices.

Courage: We speak clearly and act in defence of migrant and refugee rights.

Dignity: We recognise the inherent worth of every person and treat all those we work with with respect and fairness.



Equality: We oppose racism and discrimination and work to make systems more just, inclusive and equitable.

Integrity and Excellence: We act independently and uphold high standards in our services, advocacy and organisational practice.

Partnership: We work collaboratively with others to achieve lasting change.

Solidarity: We stand alongside migrants and refugees in pursuit of safety and justice.

Strategic Objectives

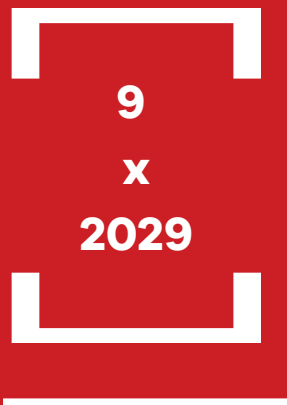
Strategic Objective 1: Rights
Protection and National Service
Delivery

Strategic Objective 2: Policy
Leadership and Systems Reform

Strategic Objective 3: Integration,
Inclusion and Public Narrative

Strategic Objective 4: Strengthened
Governance and Strategic Oversight





Our commitments by 2029

This strategy is underpinned by nine commitments that reflect the most important changes we want to achieve over the next four years.

9 x 2029

1. We will prioritise casework for greatest rights impact.

As demand exceeds capacity, we will focus our specialist casework and immigration advocacy where it can most effectively protect rights and prevent long-term harm, while strengthening quality assurance, consistency and learning across our services..

2. We will consolidate and strengthen complementary pathways.

We will build on our recognised leadership in safe and legal pathways, focusing on sustainability, policy alignment and long-term viability while strengthening connections between new and existing communities.

3. We will strengthen gender-responsive practice and women's leadership.

We will prioritise and deepen our Women's Programme during this strategic period, strengthening migrant and refugee women's participation, leadership and influence across our services, policy work and public engagement, while actively exploring sustainable models for this work.

4. We will strengthen pathways to participation and independence.

We will support migrants and refugees to build secure and independent lives through access to employment, education and opportunities to participate fully in community and civic life.

5. We will use research and frontline evidence more deliberately.

We will integrate service data, lived experience and applied research into our policy work and advocacy, identifying systemic issues and strengthening our influence at national and EU level.

6. We will focus our policy and coalition leadership strategically.

We will take a more strategic and coordinated approach to advocacy, strengthening relationships with decision-makers and leading where we can add distinctive value within coalitions and alliances.

7. We will create space for lived experience, public engagement and shared understanding.

We will support migrants and refugees to share their experiences and perspectives, using community engagement, creative work and communications to counter misinformation and strengthen public understanding.

8. We will safeguard and invest in our team in a challenging environment.

We will prioritise staff wellbeing, safety and professional development, ensuring our team has the support, skills and capacity to work sustainably and effectively.

9. We will consolidate and strengthen our organisational foundations.

We will build financial resilience, strengthen governance and compliance, and invest in systems and data that support effective working, clear reporting and informed decision-making, while expanding partnerships and sharing our expertise.



Rights Protection and National Service Delivery

We will deliver high-quality, rights-based services nationally, grounded in specialist knowledge of immigration and protection systems, lived experience and community partnership. Based in Cork and working across Ireland, we will ensure accessible, consistent and professional support for migrants and refugees, strengthening client outcomes and safeguarding rights in practice.

Through targeted European partnerships and projects, we will strengthen our expertise, learning and influence, ensuring our work is informed by and contributes to wider developments at EU level.

Over the period 2026–2029, we will consolidate and refine our service model to ensure sustainability, quality assurance and equitable national reach.



Outcome 1: High Quality National Casework Service

We will deliver consistent, high-quality casework and immigration advocacy services across Ireland, ensuring people can access the support they need to protect their rights.



Outcome 2: Specialist Support for Children, Young People and Families

We will strengthen our specialist social work and family supports to help children, young people and families navigate complex systems safely and build stability.

Outcome 3: Leadership in Safe and Legal Pathways

We will strengthen and sustain our leadership in complementary pathways, helping to ensure safe and practical routes to protection in Ireland.

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Outcome 4: Economic Stability and Rights in Practice

We will strengthen pathways that support migrants and refugees to build secure, independent and stable lives, including access to fair employment.

Outcome 5: Evidence-Driven Service Model

We will use service data and lived experience to improve our work, strengthen advocacy and refine our services.

Outcome 6: Authoritative Research and Policy Analysis

We will produce accessible research and policy analysis that informs public debate, supports reform and strengthens rights protections in Ireland and internationally.





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Policy Leadership and Systems Reform

We will exercise national leadership in shaping migration and protection policy through evidence-informed advocacy, principled engagement and strategic partnership.

Drawing on frontline experience and research, we will contribute to legislative reform, monitor the implementation of national and EU frameworks, and hold systems accountable to human rights standards.

We will lead selected coalitions, participate constructively in wider alliances, and strengthen our engagement with international partners to advance systemic reform.

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Outcome 1: National Policy Leadership
We will strengthen our role as a national voice on migration, protection and complementary pathways, using frontline experience and evidence to shape public policy and decision-making.

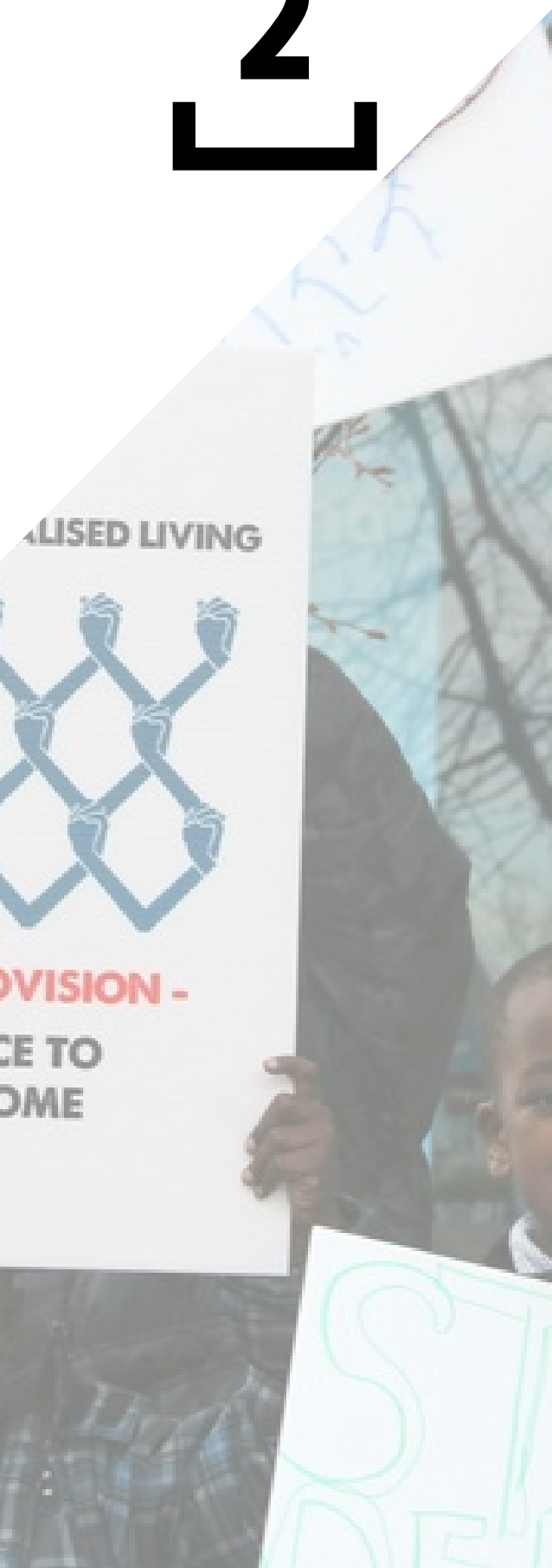
Outcome 2: Effective Rights-Based Implementation of National and EU Frameworks
We will actively shape and monitor how Irish and EU migration laws are put into practice, including the EU Migration and Asylum Pact, to ensure they uphold human rights and international obligations.

Outcome 3: Strategic Coalition Leadership and Influence
We will lead in coalitions where we add distinctive value and work strategically within wider alliances to strengthen coordinated civil society influenced with our mission and capacity.

[2]

Outcome 4: Stronger European Partnerships

We will build and sustain European partnerships that strengthen our policy expertise, support innovation and increase collective impact, aligned with our mission and our capacity.





3



Integration, Inclusion and Public Narrative

We will advance inclusive communities by promoting integration, combating racism and strengthening public understanding of migrant and refugee rights.

Through community engagement, public education, creative and cultural initiatives, and strategic communications, we will amplify lived experience, counter misinformation and contribute to a more informed and cohesive public discourse.

[3]



Outcome 1: Stronger Leadership in Integration Practice

We will strengthen our integration and inclusion work through participatory, gender-responsive and community-based approaches, including creative and cultural initiatives that bring people together and support participation across communities.

Outcome 2: Informed and Responsible Public Debate

We will contribute clear, evidence-based perspectives to public debate on migration and refugee rights, using communications, research, public engagement and storytelling to counter misinformation and strengthen understanding.

Outcome 3: Leadership Shaped by Lived Experience

We will strengthen meaningful participation and leadership opportunities for people with lived experience across our services, policy work and public engagement.



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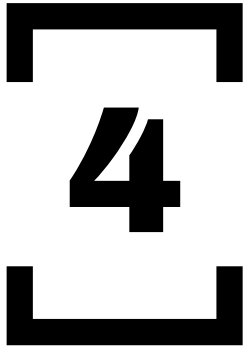


Strengthened Governance and Strategic Oversight

We will strengthen Nasc's organisational resilience to sustain and deepen our national impact. This includes enhancing governance, ensuring strong compliance and oversight, and supporting a diverse and skilled Board that reflects the breadth of our work and stakeholders.

We will invest in workforce wellbeing and development, diversify and stabilise funding, and build financial resilience. We will also strengthen our systems and data infrastructure to ensure usability, consistency and the ability to generate clear, accessible and reliable information to support service delivery, policy influence and decision-making.

Our European and international partnerships will be strategically aligned and sustainable, supporting learning, innovation and the potential to scale our impact and share our approach where appropriate.



Outcome 1: Financial Resilience and Reduced Funding Risk

Nasc will strengthen its financial resilience through diversified income streams, increased unrestricted funding and stronger reserve levels, reducing dependency risk and enabling strategic decision-making.

Outcome 2: Stable and Supported Workforce

Nasc will maintain a stable, supported and skilled workforce, with a focus on wellbeing, retention and professional development to sustain high-quality delivery.

Outcome 3: Strong Governance, Compliance and Board Leadership

Nasc's governance will be robust, compliant and accountable, with clear oversight of risk, performance and strategy. The Board will bring diverse experience and perspectives to support effective leadership and decision-making.

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Outcome 4: Usable Systems and Clear Data for Decision-Making
Nasc will strengthen its systems and data infrastructure to ensure usability, consistency and efficiency, and to generate clear, accessible and reliable quantitative and qualitative reporting to support services, policy work and organisational oversight.

Outcome 5: Strategic International Engagement and Scalable Impact
Nasc's European and international partnerships will be strategically aligned and financially sustainable, supporting organisational learning and creating opportunities to scale our impact, expand service approaches or share our model where appropriate.



Delivering Our Strategy

Delivering Our Strategy

This Strategic Plan sets Nasc's direction for the period 2026–2029. It will be delivered through annual operational plans that translate our strategic objectives into clear priorities, actions and measurable outcomes.

The Board of Directors and Senior Leadership Team will oversee implementation through regular monitoring and reporting, ensuring that progress is reviewed, risks are managed and resources are aligned with our strategic priorities. We will use quantitative and qualitative data, alongside lived experience and stakeholder feedback, to measure our progress, demonstrate our impact and inform continuous improvement.

We recognise that the external environment will continue to evolve. We will review our progress regularly and adapt our approach where necessary, remaining responsive to emerging needs, policy developments and opportunities while staying focused on our mission and long-term goals.



nascireland.org



Nasc

Migrant &
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