



Irish Jesuit  
Missions  
In all things to love and to serve



# STRATEGIC PLAN 2017-2020



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**Cover photo:** The JRS Safe Haven houses women and children in need of protection and guidance in Kakuma Refugee Camp.  
(Angela Wells/Jesuit Refugee Service)



# 1. FOREWORD



Upendo Vulnerable Care and Support Programme in Nairobi, Kenya is a project supported by Irish Jesuit Missions



## FOREWORD FROM THE PROVINCIAL

Thank you to John K. Guiney SJ and to the Irish Jesuit Missions Board and Staff for preparing this Strategic Plan. It is wonderful that we have a strong sense of the interconnectedness of God's world, and to have solid practical plans to give expression to this solidarity. St Ignatius says *"Love ought to show itself in deeds more than in words."*

I admire the energy and expert knowledge of the Irish Jesuit Missions personnel. The Irish Province and the nation need this expertise at a time when the voices of poor and marginalised people, especially in Africa and Asia, are being drowned out, and when we all have to deal with 'the globalisation of indifference'.

The Irish Province supports your vision of a just and humane world based on Gospel values and Ignatian spirituality supporting Jesuit works in the service of the poor and marginalised. I especially welcome your determination to collaborate with other Mission Offices and NGOs in Europe.

**Fr Leonard Moloney SJ**  
Provincial





## INTRODUCTION FROM THE DIRECTOR

The Irish Jesuit Missions is based in Dublin, Ireland and is the official outreach of the Irish Jesuit Province to our Jesuit partners in Africa, Cambodia, China and the Near East. The Irish Province sent missionaries to Australia in 1865, to China and Hong Kong in 1926, and to Zambia in 1949. From 1980 onwards Jesuits were missioned to non-traditional territories such as Cambodia, Chile, Eastern Africa, El Salvador, Great Lakes Region and Paraguay. At present there are 21 Irish Jesuits working in Africa and Asia: 10 Jesuits live and work in Zambia; one in Zimbabwe; six live and work in Hong Kong; two in Japan; one in Cambodia; and one in Singapore.

In 2008 we made the decision to revitalise our work and give it a new mandate and direction. A Strategic Plan was developed for 2011–2013 and was then extended a further three years from 2014–2016.

In preparation for this Strategic Plan a consultant visited the Zambia-Malawi and Eastern Africa Provinces of the Jesuits. As well as meeting key personnel in these Provinces she also met with key members of the Irish Province and our management and staff. Her findings showed the importance of continued support and identified priorities for the next three years.

We further informed our approach and commitments over the next three years with our international partners following the 36<sup>th</sup> General Congregation of the Society of Jesus which was held in October 2016.

The Irish Province was represented by Fr Tom Layden SJ, then Provincial, and myself along with 213 other Jesuit representatives from all parts of the world.

Guided by the 2030 Agenda for Sustainable Development, which is grounded in international human rights standards, our objectives and anticipated outcomes over the next three years enable us to report comprehensively against globally recognised criteria.

We look forward to the next three years and the continuation of our support to those who are marginalised, disadvantaged and living in poverty.



**Fr John K Guiney SJ**  
Director

*“Since the Jesuit vision is concerned with making God’s presence a lived reality in our world, a passionate concern for justice is an essential element in every Jesuit ministry. It not only provides a basic inspiration for our undertakings, but also informs our particular choices.”*

*The Peter Kenney Project, ‘Jesuit Workplace – Ethos and Practice’ (2016, pg 2)*



## 2. ABOUT THE IRISH JESUIT MISSIONS



Fr Richard O'Dwyer, a Jesuit missionary from Ireland, talks with women at the Multi-Agricultural Jesuit Institute of Sudan (MAJIS), an agricultural school located outside Rumbek, South Sudan. Fr O'Dwyer is the school's former director. Photo: Paul Jeffrey.

## Who we are

Founded in 1945, the Irish Jesuit Missions (IJM), is a registered charity that supports development partners in Africa, Cambodia, China and the Near East. We work with people who are marginalised, disadvantaged and living in poverty.

## What we do

We are based in Dublin, Ireland as the official outreach of the Irish Jesuit Province to our international development partners.

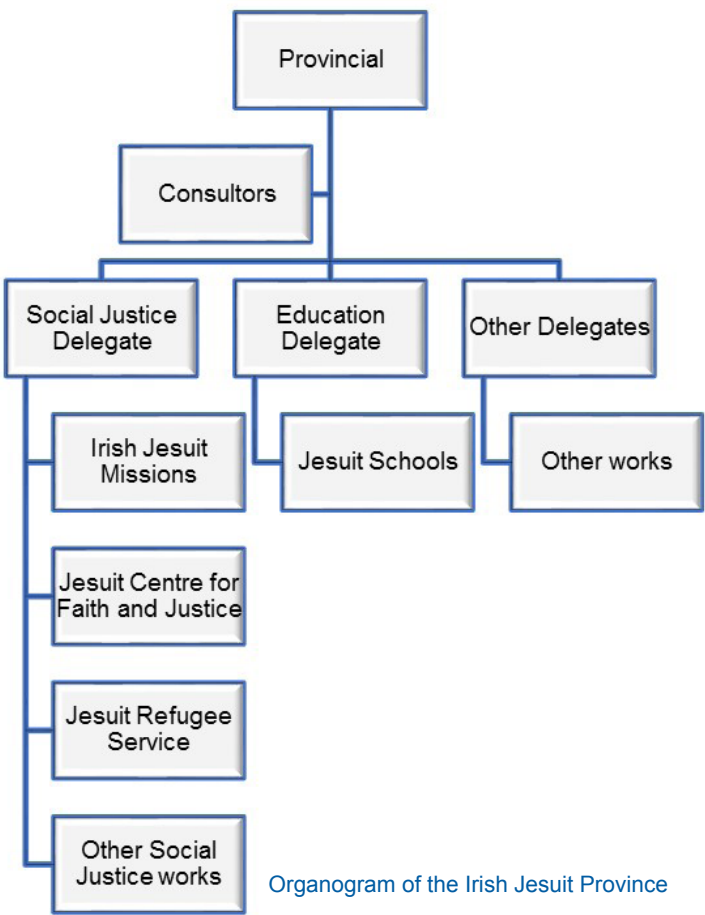
## Context of the IJM in Ireland

The Irish Jesuit Province is led by a Provincial appointed every six years by the Father General, based in Rome. The Provincial is advised by Consultors who are Jesuits of the Irish Province with other roles, selected by the Provincial. All decisions are made ultimately by the Provincial.

There are several Delegates (Jesuits appointed by the Provincial), each leading various areas of work of the Province, including Education and Social Justice. Delegates report directly to the Provincial. Each area of activity is called a 'work'. The works of the Province includes education, support to our international Jesuit development partners, social justice works, parish, pastoral spirituality and others. IJM operates within the remit of the Social Justice Delegate.

## Context of the IJM internationally

There are various Jesuit Mission Offices and registered charities worldwide providing support to Jesuit works in developing countries, each acting within its own strategic guidelines and geographical focus with 17 per cent of our international partners being common partners. We are also a member of the Xavier Network which is a body of 13 Jesuit organisations collaborating and coordinating support with our international partners.



Organogram of the Irish Jesuit Province



### 3. STRATEGY



First Grader practising her maths, Iridimi, Chad. Photo: JRS International

The vision, mission, core values and principles which guide this plan and the focus of our work are outlined below.

### **Vision**

Our vision is a just and humane world based on Gospel values and Ignatian Spirituality.

### **Mission**

To support Jesuit works in the service of people who are marginalised, disadvantaged and living in poverty.

### **Core Values**

Inspired by the Gospel and sent on mission to the new frontiers of our time, Irish Jesuits and their collaborators are called to:

- Become instruments of justice and reconciliation in a divided world
- Build a new world of right relationships with God, with other human beings and with all creation
- See the world from the perspective of those who are marginalised, disadvantaged and living in poverty
- Improve the lives of people living in poverty in the poorest parts of the world

### **Principles**

In achieving our mission, we will ensure that the following principles will be followed:

- Gender awareness—paying special attention to the situation of women and the girl child

- Good governance—promoting best practice in governing and managing projects Catholic Social Teaching (CST)—embracing a holistic approach to development<sup>1</sup>
- Environmental sustainability—encouraging the enhancement of the environment and sustainability of the earth
- Ecumenical—when and where possible, working in an inclusive way in dialogue and action with local communities of all churches and religions
- Cultural sensitivity—working with respect for, and in dialogue with the values, culture and customs of local communities
- Missionary approach to development—recognising the unique added value of the missionary approach to development, we will continue to embrace the values of justice, commitment, respect, compassion and integrity
- Mutual collaboration—working with communities, our lay colleagues, partner organisations and governmental bodies combining knowledge, resources and skills with those with whom we work
- Advocacy—communicating the outcomes of our programmes and as a consequence influencing social attitudes; supporting our international partners to influence decision making at political, economic and social levels for the benefit of marginalised people living in poverty
- Ignatian charism—intentionally seeking God in all things; practising Ignatian discernment; engaging with the world through a careful analysis of context, in dialogue with experience and evaluating through reflection for the sake of action.



## 4. STRATEGIC GOALS



Ocer Campion Jesuit College, Gulu, Uganda

# Strategic Goals for 2017–2019



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## **GOAL 1:** **INTERNATIONAL DEVELOPMENT PROGRAMME**

To improve the quality of life of those who are marginalised, disadvantaged and living in poverty in Africa, Cambodia, China and the Near East

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## **GOAL 2:** **MISSIONARY SUPPORT PROGRAMME**

To provide quality support to Irish Jesuit missionaries on mission

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## **GOAL 3:** **EDUCATION FOR JUSTICE AND RECONCILIATION**

To promote social justice and global citizenship within the Jesuit schools in Ireland and nurture our international partnerships with Jesuit schools in Africa

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## **GOAL 4:** **ORGANISATIONAL DEVELOPMENT PROGRAMME**

To encourage best practice in the workplace and maximise the effectiveness and efficiency of our work





## GOAL 1: INTERNATIONAL DEVELOPMENT PROGRAMME

**To improve the quality of life of those who are marginalised, disadvantaged and living in poverty in Africa, Cambodia, China and the Near East.**

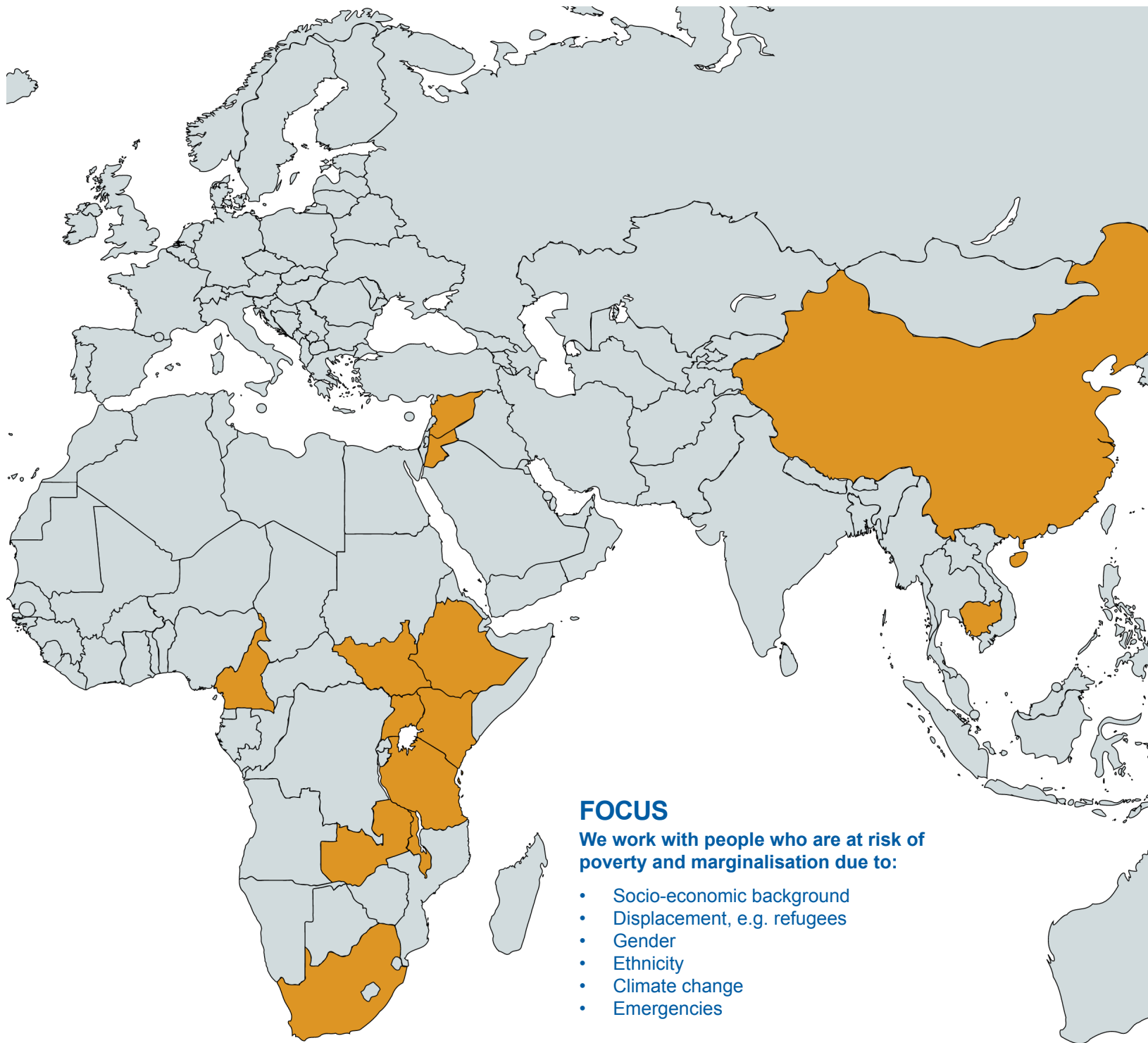
Our International Development Programme and objectives are shaped in response to the United Nations Sustainable Development Goals and Agenda for 2030 which were adopted in 2015 to bring about a more just world.

### Our key international development partners:

- Jesuit Refugee Service (JRS) Africa and Near East
- Jesuit Eastern Africa Province
- Jesuit Zambia Malawi Province
- Jesuit Superiors of Africa and Madagascar
- Jesuit Chinese Province
- Jesuits in Cambodia
- Jesuit Missionary projects and emergency response
- Xavier Network



The Irish Jesuit Missions supports the Sustainable Development Goals





The following objectives and outcomes will guide our work throughout the period of this Strategic Plan.

## Objective 1: Provide quality education and promote lifelong learning opportunities

### Outcomes

- Increased access to quality education and learning opportunities for persons who are vulnerable, marginalised and disadvantaged
- Persons with special needs supported to reach their potential
- Increased number of trained teachers and facilitators

### Why education?

Education is an integral part of the 2030 Agenda for Sustainable Development and forms one of the 17 UN Sustainable Development Goals (SDGs). Education is a key work of the Society of Jesus internationally.

The core focus of work of the majority of our international development partners has traditionally been in education. Education currently remains our key priority as we support partners in nursery, primary, secondary, tertiary education and vocational skills training.

### Facts

- More than half of the children worldwide that have not enrolled in school live in Sub-Saharan Africa
- An estimated 50% of out-of-school children of primary school age live in conflict-affected areas
- 103 million youth worldwide lack basic literacy skills, and more than 60% of them are female<sup>2</sup>



Upendo Vulnerable Care and Support Programme,  
Nairobi, Kenya

## Objective 2:

Improve awareness, access to and realisation of basic human rights

### Outcomes

- Increased awareness of human rights
- Improved policies and legislation to respect, protect and fulfil human rights
- Improved access to state services
- Increased protection, rehabilitation and assistance for victims of human rights violations

### Why human rights?

We are seeing injustices and human rights violations in countries around the world against people who are vulnerable and living in poverty, who are unable to effectively defend their rights. Global human rights challenges such as displacement, disabilities, rights of women and children and the rights of various minorities continue to be at the forefront of the human rights agenda.

With increasing humanitarian crises globally, our work seeks to respond through influencing policies which affect those who are marginalised and vulnerable; improve awareness for those living on the margins of society to have their voices heard; improve their access to services; directly support those who are survivors of human rights violations.

### Facts

- 35% of women experience physical and/or sexual violence in their lifetime.<sup>3</sup>
- Without addressing severe abuse to human rights the achievement of the Sustainable Development Goals is impossible.

*“...the Irish and Zambian Provinces have forged a strong bond which has grown from the exchange of Missionaries to support development efforts of faith based organisations such as the Jesuit Centre for Theological Reflection (JCTR). The JCTR is now a leading social justice advocate in Zambia. It services are widely sought and some of its inputs are readily incorporated in government policies. The support received from... the IJM has been a major input in the work of the centre and its recent success.”*  
*Fr Leonard Chiti SJ, Director of JCTR*



## Objective 3:

Promote good health and well-being for persons who are vulnerable, marginalised and disadvantaged

### Outcomes

- Increased access to safe drinking water and sanitation
- Improved quality and access to maternal health facilities
- Improved access to psychosocial support resulting in improved mental health
- Improved quality and access to health care

### Why health and well-being?

Ensuring healthy lives and promoting well-being for people at all ages is essential to sustainable development. Significant efforts are needed to fully eradicate a wide range of diseases and address many different persistent and emerging health issues.

Our Jesuit partners reach out daily to people affected by health issues and well-being issues who are living on the margins of society.

Psychosocial health looks at the whole person, identifying the importance of a person's mental, emotional, social and spiritual well-being. Incorporating psychosocial support into other services allows more people to be reached and facilitates more inclusiveness (WHO, 2007).

For this reason, much of the psychosocial support provided by our partners—in particular JRS—incorporates psychosocial care into their wider services.

### Facts

- More than six million children still die before their fifth birthday each year; four out of every five deaths occur in Sub-Saharan Africa and Southern Asia.
- Maternal mortality ratio—the proportion of mothers that do not survive childbirth compared to those who do—in developing regions is still 14 times higher than in the developed regions.
- HIV is the leading cause of death for women of reproductive age worldwide.<sup>4</sup>

*“Children can be at risk of being hurt or exploited during traumatic and stressful events because of stress that adults are experiencing. They might also find it difficult to access services from agencies or individuals because of a lack of knowledge about services provided, simply not knowing their human rights, or even who/how to ask for assistance.”*

*Julie Krause, Mental Health and Counselling Coordinator, JRS Kakuma Refugee Camp*

## Objective 4:

### Support marginalised people to provide safe, resilient and sustainable communities

#### Outcomes

- Improved income generating capabilities of people who are marginalised, disadvantaged and vulnerable
- Improved access to vocational skills training and livelihood opportunities resulting in reduced vulnerability
- Improved response to humanitarian emergencies including longterm protracted emergencies

#### Why safe, resilient and sustainable communities?

We support work that builds vulnerable and marginalised communities to possess the ability to persevere and function adequately during stress, emergencies and times of significant change. Our work focuses on addressing both the earning potential of vulnerable families and individuals through vocational skills training and sustainable livelihood projects. We work to address the immediate and basic needs of those living in emergencies and longterm protracted emergencies. We also provide support to safe houses for those at heightened risk in refugee camps.

#### Facts

- There are now more internally displaced people and refugees than at any other time since records began.<sup>5</sup>
- The average length of stay of a refugee outside their country of origin is 20 years.<sup>6</sup>
- The number of people living in extreme poverty globally remains unacceptably high; 767 million people live on less than €1.80 a day.<sup>7</sup>
- Half of those living in extreme poverty live in Sub-Saharan Africa.<sup>8</sup>
- A vast majority of the global poor live in rural areas and are poorly educated, mostly employed in the agricultural sector, and over half are under 18 years of age.<sup>9</sup>

*“Allow me to express my deepest gratitude and appreciation for enabling us to care for the most vulnerable and to those people who are at the edge of humanity. Your commitment, passion and dedication to reach out to our mission is deeply appreciated. We continue to collaborate with the same spirit of commitment, passion and unconquered determination in the coming year to serve our dearest beneficiaries.”*  
*Fr Endashaw Debrework, JRS East Africa Regional Director, Dec 2016*



## Objective 5:

Support the Jesuit communities and their pastoral programmes in Africa, Cambodia, China and the Near East

### Outcomes

- Improved sustainability and effectiveness of pastoral works benefiting local communities
- Improved training opportunities for lay persons involved in pastoral programmes benefiting local communities
- Improved renovations and upkeep of parish and community centres

### Why pastoral?

The majority of our international Jesuit partners in Africa, Cambodia, China and the Near East provide pastoral support to the people who are most vulnerable and marginalised within the communities they work with. This pastoral support includes spiritual and emotional responses to the daily needs of the people who are most disadvantaged in their communities. Our pastoral support will continue for projects which focus on peace education, rehabilitation, reconciliation and training of laity.

Our work will also assist in improving the effectiveness and efficiency of the pastoral work, through contributing to buildings and renovations and the provision of transport for those facilitating pastoral programmes.



In Maban, South Sudan Jesuit Refugee Service (JRS) hosts adult English literacy courses for adults from refugee and host communities.

## OUR APPROACH

To achieve our five objectives in the international development programme, our approach will be to:

1. Build the capacity of our partner organisations
2. Provide funding to specific projects supported by our partners
3. Provide assistance in the identification of suitable professionals for development worker posts

### Capacity Building

Our supports will include:

- Provide formal and in-service training opportunities to partner staff
- Policy and Procedure development with our partners and partner projects
- Advice and guidance on Governance, Project Cycle Management, Financial Management, Child Safeguarding and Protection
- Direct support to Partner Regional Offices and Partner Development Office teams in terms of organisational development support, human resource support and assistance in proposal writing and reporting. There are currently 57 Development Offices worldwide providing direct support to projects within their own Jesuit Provinces. We focus our work in building the capacity of two of these Development Offices that are in the Zambia/Malawi Province and in the Eastern Africa Province.

*“Many thanks to the IJM for your support in the provision of the vehicle for the Pioneers Association which is needed “to move around the country with the team to support the Pioneers and bring education resources about substance abuse that is very often lacking in the schools and local communities” – Fr James McGloin SJ, Acting Provincial of the Zambia Malawi Province, Oct 2016.*



## Funding

A key element of our work continues to be the financial support of Jesuit works in Africa, Cambodia, China and the Near East. Our work for the previous decades has been funded principally from private donations, bequests, fundraising events and friends of the IJM.

For the last 10 years, we have been accessing institutional funding to assist the social justice works of our international development partners. We currently administer two funding streams through a Small Grant Fund and Institutional Fund. Partner projects are required to meet a range of standards in relation to governance, project

management, needs assessment and finance management in order to qualify for support.

We support our partners throughout all stages of project management with particular attention to proposal development, monitoring and evaluation and narrative/financial reporting.

## Professional development worker assignments

We will continue to collaborate with lay missionary organisations in Ireland to assist in the identification of suitable professionals for development worker posts for Jesuit development projects internationally.



Rose cares for more than 50 women and girls at the JRS Safe Haven, Kakuma Refugee Camp, Kenya. Photo: Angela Wells/JRS



## GOAL 2: MISSIONARY SUPPORT PROGRAMME

### To provide quality support to Irish Jesuit Missionaries on mission.

The accompaniment and support of Irish missionaries and Jesuit works abroad remain one of our key functions. There are currently 21 Irish Jesuits working in Africa and Asia. We provide pastoral and financial support for those working on mission and maintain contact with their families in Ireland. Pastoral care involves providing a 'base' to come to and hospitality for the missionaries on their return to Ireland. We also act as a hub for communication and information. We organise Catholic Masses and social events annually, providing a space for networking and for friends, colleagues and their families to meet.

The objectives guiding our work throughout the period of this Strategic Plan are:

1. Provide support to the Irish Jesuit missionaries while on mission
2. Provide networking opportunities for current and returning Irish Jesuit missionaries and their families
3. Provide logistical support to our Jesuit partners in Africa, Cambodia, China and the Near East when visiting Ireland

### Our activities will be to:

- Maintain contact with Irish Jesuits on mission and with their families
- Assist Irish Jesuits on mission in acquiring medication, books, etc which may not be available locally
- Provide a welcoming presence to all visiting our office
- Respond to requests for assistance/services as needed such as health and travel requirements and facilitate the transfer of funds
- Maintain updated records of former and present missionaries
- Coordinate events in Ireland including annual Masses, gatherings and meetings
- Communicate missionary stories and preserve archival material reflecting the work of the Jesuit missionaries

### Outcomes

- Irish Jesuit missionaries working overseas will continue to be welcomed and supported at the IJM office
- Records on Irish Jesuit missionaries will be accurate and up to date
- Networking events will have been organised
- Missionary stories will continue to be circulated and further archival material will be developed



## GOAL 3: EDUCATION FOR JUSTICE AND RECONCILIATION PROGRAMME

**To promote the values of justice and reconciliation within the Jesuit schools in Ireland and nurture relationships between Jesuit schools in Ireland and Africa.**

The Education for Justice and Reconciliation Programme has evolved from the Development Education programme which was set up in 2014 in collaboration with Jesuit secondary schools. Education for Justice has adopted the expression ‘the courage to do much’ which originates from a letter St Francis Xavier wrote to St Ignatius Loyola from India. In the letter, St Francis spoke passionately about China, India, and Japan. He requested the support of ‘persons with the courage to do much and in many places’. Some 460 years later, Pope Francis seeks the same courage in the struggle to create a more just world.

Education for Justice seeks to inspire ‘a faith that does justice’ and reconciliation, and thus, brings to the fore Arrupe’s avowal that we cannot ‘separate action for justice’ from the ‘proclamation of the Word of God’. Impassioned by the call ‘to serve’ and the ‘firm resolve to be agents of change’ (Arrupe, 1973), the programme seeks to support those within schools as they embed justice across the following areas of Jesuit school life in Ireland and in Africa:

- School Resources (curriculum) and Programmes (co-curricular)
- Teacher Formation
- School Policy
- School Structure

The following objectives will guide our work throughout the period of this Strategic Plan with an aim to inspire ‘a faith that does justice’:

1. Provide Development Education support to Jesuit schools in Ireland
2. Promote and encourage students and teachers in Jesuit schools in Ireland towards activism in relation to Environmental Justice
3. Raise awareness and promote action amongst Jesuit schools in Ireland regarding issues that affect migrants and refugees both in Ireland and globally
4. Raise awareness and promote action amongst students and teachers within Jesuit schools in Ireland in relation to social inequality both in Ireland and globally
5. Support peer formation in Jesuit schools in Africa around the Jesuit ethos



## Our activities will be to:

- Develop a Memorandum of Understanding (MoU) between the Social Justice Delegate, the Education Delegate and the IJM in relation to the Education for Justice and Reconciliation Programme
- Develop school resources (curriculum) and programmes (co-curricular) that further facilitate education for justice
- Support teacher formation within Irish Jesuit schools to further 'a faith that does justice'
- Support school management in developing policies to promote social justice activism
- Linking the Education for Justice and Reconciliation Programme to Jesuit social justice campaigns
- Develop immersion projects for teachers between schools in Ireland and Africa

## Outcomes

- Eighty per cent participation by the schools in the Education for Justice and Reconciliation modules
- Roles and responsibilities between the Social Justice Desk, Education Desk and the IJM within the Irish Province clarified through the signing of an MoU
- School resources and programmes focussed on Education for Justice and Reconciliation modules developed
- In-service training and support provided to teachers in Irish Jesuit Schools encouraging activism in relation to the Education for Justice modules
- School policies developed in relation to social justice within Irish Jesuit schools
- Campaigns involving Environmental Justice, Migrants and Refugees, Social Inequality and Development Education are shared and accessed by teachers in Irish Jesuit schools as part of the Education for Justice modules
- Teacher partnerships developed between Jesuit schools in Ireland and Africa



## GOAL 4: ORGANISATIONAL DEVELOPMENT PROGRAMME

**To encourage best practice in the workplace  
and maximise the effectiveness and efficiency  
of our work.**

We strive for 'best practice in the workplace'.  
Guided by the Irish Province of the Jesuits' booklet  
'The Jesuit Workplace: Ethos and Practice'.

We will embed Ignatian Spirituality into our  
programmes in order to understand, preserve and  
promote the Jesuit charism.

The following objectives will guide our work  
throughout the period of this Strategic Plan:

1. Maximise communication and learning opportunities
2. Develop policies and procedures
3. Facilitate staff development
4. Facilitate and manage transitions

### Objective 1: Maximise communications and learning opportunities

#### In Ireland

We will continue to disseminate information on our work through various media outlets in Ireland. We will continue to communicate with other missionary groups and NGOs in Ireland and with our active membership of Association of Missionaries and Religious in Ireland (AMRI<sup>10</sup>).

We will also continue our active participation in Misesan Cara working groups and continue to share information and lessons learned from our partner projects. Together with these bodies we will

continue to develop a common understanding of 'mission' today.

Leadership in the Society of Jesus is promoting greater collaboration between Provinces and ministries in Europe. Meetings are held frequently between the IJM, NGOs in Europe and Mission Offices of the North West Europe Assistancy to share information and plans for their works.

Working in partnership with other Jesuit works abroad strengthens the voice of the IJM to

become a strong lobby for change in the world and increases opportunities to source funding for Jesuit works in Africa, Near East and Asia.

It is important that our work becomes more widely known. There are opportunities to strengthen this recognition through the use of the Jesuit 'brand', as well as through Jesuit institutions in Ireland. We will collaborate with the Communications Office of the Province, as well as with JRS and Jesuit secondary schools to promote Jesuit works abroad.

## Digital Space

The role of integrated communications has increased in the last four years through the use of different media including website, newsletters, email marketing, multimedia and social media.

The purpose is to ensure that the same message runs through all these channels so there is coherence in what is communicated to the public and other stakeholders and to increase reach through Search Engine Optimisation.

Our target audiences include the other Jesuit works in Ireland, Jesuit works internationally (such as Mission Offices, NGOs and Provinces), other partner organisations and donors.

### Our activities will be to:

- Establish what style of digital and traditional communications is most effective in terms of fundraising and awareness raising through the piloting of campaigns on different issues through various channels, messages, campaigns and target audiences

- Increase communications between our communications team and our international development partners in Africa, Cambodia, China and the Near East and share learning with our target audiences and stakeholders
- Increase communications with Jesuit Centre for Faith and Justice (JCFJ) and JRS in Ireland in order to share knowledge and learning in terms of communication strategies
- Continue to manage communications activities effectively through the Salesforce Contacts Relationship Management (CRM) system
- Identify new potential marketing or communication opportunities to improve our ability to generate net income efficiently

## Outcomes

- An efficient and effective communications strategy in operation with clearly identifiable indicators of success that can be measured on a quarterly basis
- Improved communication flow between our international development partners and our communications team
- Increased awareness of our work and issues affecting our international partners amongst our target audiences
- An up to date CRM system that facilitates ease of communication
- Reporting mechanism in operation verifying channels, campaigns and messages most successful at generating net income



## Objective 2: Develop policies and procedures

There will be a commitment for the duration of this Strategic Plan to document existing practices and where amendments are required to ensure that best practice is followed.

### Our activities will be to:

- Develop policies, procedures and systems security, finance management and governance in line with best practice
- Develop policies specific to the objectives within the International Development Programme

### Outcomes

- Policy statements, procedure documents and systems will be in place on human resources, security, finance management and governance
- Policies specific to each objective within the International Development Programme will have been developed

## Objective 3: Facilitate staff development

### Our activities will be to:

- Develop policies, procedures and systems on issues such as human resources and volunteering in line with best practice
- Continue to embed Ignatian Spirituality, ethos and practice in our work
- Continue to offer annual retreats to staff
- Provide access to Continuous Professional Development (CPD) opportunities for staff

### Outcomes

- All staff of IJM will have been introduced to Ignatian Spirituality
- All staff will have had an opportunity to attend an annual retreat
- All staff will have participated in CPD training

## Objective 4: Facilitate and manage transitions

The Strategic Plan will be a period of transition for the IJM. Throughout the period of this plan, the Irish Province will be engaging with the British Province and the newly founded European Low countries region of Dutch and Flemish Jesuits on new ways of collaboration around mission.

### Our activities will be to:

- The IJM Director and the Irish Province Social Delegate updates the Board of Management every six months on such developments.
- The Director and Social Delegate supports the Provincial and his advisors in reviewing the objectives and activities of the IJM and individual social justice works within Ireland

### Outcomes

- A decision will be made by the Provincial on the emerging identity of the Social Justice Apostolate within new models of collaboration.
- IJM staff will be fully informed on progress being made with regards to the development of possible new collaboration and/or merger of Mission Offices in the North West European Region of the Society of Jesus

## IMPLEMENTATION OF STRATEGIC PLAN

It will be the responsibility of the Director in conjunction with the staff to ensure that the Strategic Plan is implemented.

An Action Plan has been developed to assist in the implementation and facilitate internal and external annual reporting against the Strategic Plan.

Given the transitions taking place in the Irish Province, the Board of Management and management within the IJM will closely monitor the external environment in which we operate and adjust the Strategic Plan in the light of any changes that take place.

The Board of Management and IJM management will carry out an Annual Review and revise the Strategic Plan accordingly.



## Acronyms used in this document:

IJM	Irish Jesuit Missions
JCFJ	Jesuit Centre for Faith and Justice
JRS	Jesuit Refugee Service
MoU	Memorandum of Understanding
NGO	Non-Government Organisation
CPD	Continuous Professional Development

## References

1. CST covers all spheres of life—the economic, political, personal and spiritual. With human dignity at its centre, it promotes a holistic approach to development. We express CST in our work through solidarity with our international development partners, our focus on those who are most marginalised and our commitment to addressing poverty, hunger, oppression and injustice.
2. <http://www.un.org/sustainabledevelopment/education/>
3. UN Women: 'Women and Sustainable Development Goals' 2015, pg 12
4. <http://www.un.org/sustainabledevelopment/health/>
5. UNHCR Annual Global Trends Report 2015
6. <http://www.who.int/life-course/news/commentaries/world-refugee-day/en/>
7. <http://www.un.org/sustainabledevelopment/poverty/>
8. <http://www.un.org/sustainabledevelopment/poverty/>
9. <http://www.worldbank.org/en/topic/poverty/overview>
10. The organisation emerged from collaboration between the Irish Missionary Union (IMU) and the Conference of Religious of Ireland (CORI).





Irish Jesuit  
Missions  
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