



STRATEGIC FRAMEWORK 2022-2027

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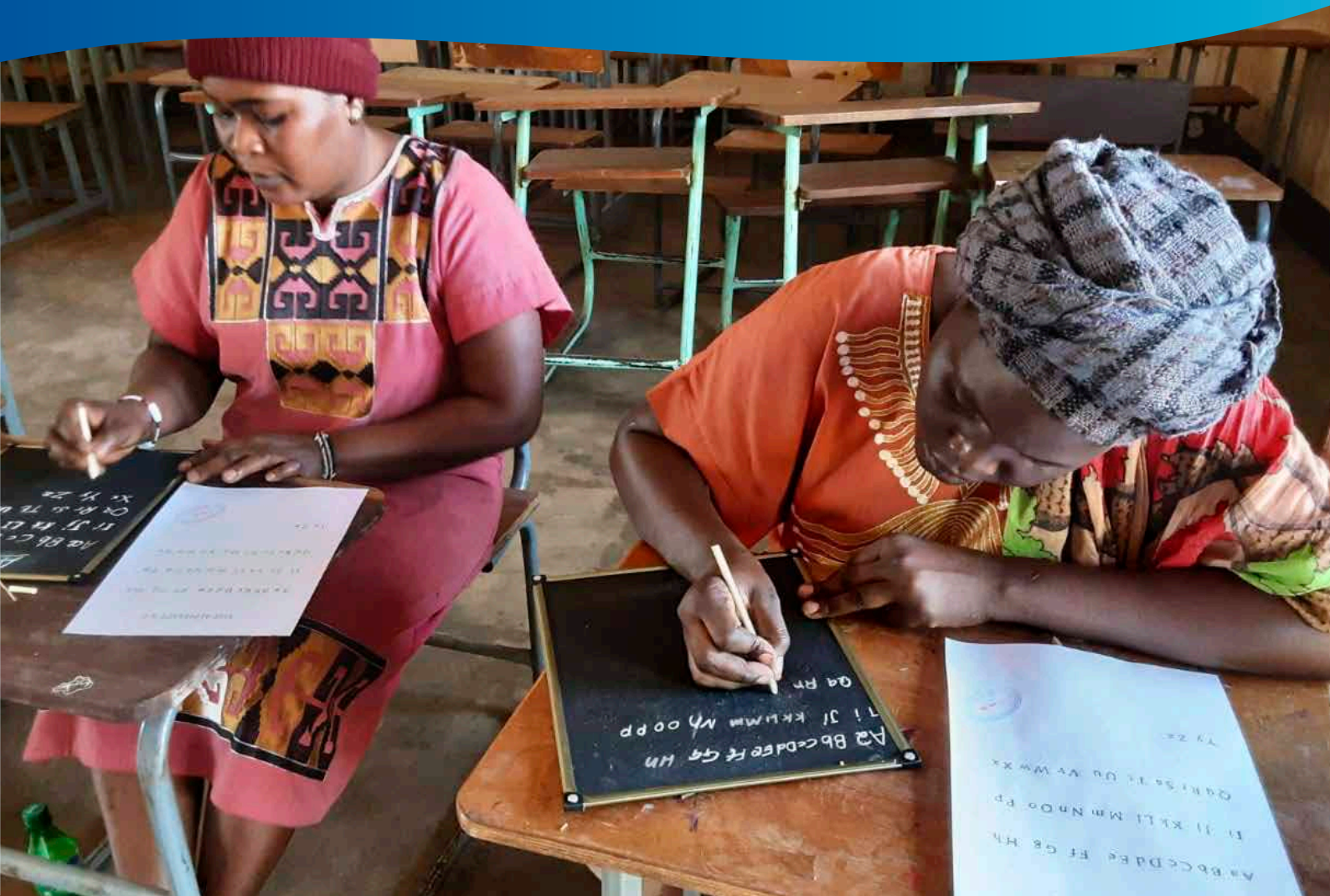
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Photos courtesy of: Jesuit Eastern Africa Province (page 1, 15, 24, 29, 30), Jesuit Refugee Service Lebanon (page 6), MAJIS Rumbek (page8), JCED Malawi (page 11,), JRS Eastern Africa (page 14, 25, 35) Paul Jeffreys (page 18). Cover: A mother and her baby attend a JRS support group in Maban, South Sudan/Paula Casado JRS Eastern Africa

FOREWORD

“Education for all will not be realised without meeting the educational needs of populations in emergencies and protracted crises, including refugees and other forcibly displaced people,”

A Better World: Ireland's Policy for International Development



FOREWORD

FROM THE PROVINCIAL

The IJI Strategic Plan 2022-2027 that follows in these pages is the fruit of a long history.

The first Jesuits in Ireland, Fathers Salmeron and Broet, were missionaries who arrived here in 1542, two years after the founding of the Society of Jesus. Their short experience of the country was difficult. What followed, though, revealed a pattern of Jesuits ministering to people as travelling missionaries or, when the times allowed, settling in one place, building churches and opening schools. They served often clandestinely and at great risk to their personal safety, as some of our present-day missionaries are asked to do in places of extreme political instability.

Since the formal establishment of the Irish Province in 1860 we have had a long history of service to the overseas missions. Irish Jesuit missionaries with a vision to help the suffering and poor began the establishment of parishes, schools, retreat houses, development projects, social justice initiatives, and in innumerable personal encounters. In recent decades our Jesuit missionaries have been joined by lay volunteers who continue that commitment to a shared humanity and to human flourishing. Their resilience in the face of insecurity and conflict is an example of the powerful call to faith and service that arises from a deep Gospel-inspired desire to leave all that is familiar and set out into deep waters, to create a better world. I thank them for their great generosity.

I thank the Irish Government for both their support, delivered through Misean Cara, and for their strategic vision as articulated in 'A Better World: Ireland's New Policy for International Development'. IJI is, in effect, part of great collaborative effort on the part of the Irish people and, through the worldwide Xavier Network – Jesuit mission offices and NGOs in Europe, Australia and Canada. IJI will also continue to be the lead agency in developing and monitoring child safeguarding policy in the Xavier Network.

IJI works here at home alongside Jesuit Refugee Service Ireland and the Jesuit Centre for Faith & Justice, and other specific bodies, such as Jesuit University Support and Training, and Dialogue for Diversity. In different ways, each work answers Pope Francis's call in *Fratelli Tutti*, to take an active part in renewing and supporting our troubled societies. IJI does this explicitly beyond our own borders.

Specifically, the Irish Jesuit Province Apostolic Plan 2021-2026 describes IJI as the Province's global development agency. IJI supports international partners and missionaries in Africa, South Asia and the Middle East who work with vulnerable and refugee communities. IJI, in the last reporting period [2020], has positively impacted over 130,000 people's lives in some 40 development projects in

“ *It is right that environmental justice is a core commitment of Irish Jesuit International.*

15 countries through education, health, resilience, human rights, pastoral and environmental projects.

It is right that environmental justice is a core commitment of Irish Jesuits International. Today's environmental crisis is impacting in a particular way on the poor and vulnerable. Climate change is having a significant impact on the lives of people, causing them to move from their homes against their will. I remember a group of community leaders in Malawi telling me that access to water, that most basic and life-giving resource, was their major concern. A threat to their water is a threat to their very existence, to sustainable community life; this is climate displacement – being forcibly displaced from one's home because the environmental conditions that make life possible and sustainable are rapidly deteriorating – this in turn is causing increased conflict and violence. Urgent action is required; whole nations and people need an ecological conversion if we are to be custodians of God's Creation. The gifts of Creation are given by God for ALL OF US and not the few.

IJI's work for environmental justice and development gives expression to the four Universal Apostolic Preferences 2019-2029 (UAPs) of the Society of Jesus that are to guide our apostolic missions going forward and underpin all our endeavours: (1) showing the way to God, (2) walking with the excluded, (3) journeying with young people, and (4) caring for our common home.

While IJI's focus is primarily the Global South, it recognises that sharing its vision with our schools and our alumni helps to form the next generation's commitment to justice. IJI works alongside the schools by promoting global citizenship, Lenten campaigns, teacher immersion visits, social justice placements, Transition Year internship at the IJI's offices on Gardiner Street, and with alumni by providing overseas professional volunteering opportunities. Learning opportunities such as these are relevant, timely, and critical to forming an understanding of global injustice.

As IJI launch their Strategic Framework for 2022-2027, I extend my best wishes to Fr. John Guiney, SJ, IJI Director, his team, our Jesuit missionaries and lay colleagues, and I assure them of my support in their commitment to proclaiming the Gospel and human flourishing.



A handwritten signature in blue ink that reads "Leonard Moloney SJ". The signature is fluid and cursive, with the "SJ" at the end being particularly stylized.

Fr. Leonard Moloney SJ
Provincial, Irish Jesuit Province

DIRECTOR'S

INTRODUCTION

Irish Jesuits International based in Dublin, Ireland is the official outreach of the Irish Jesuit Province to our Jesuit partners in Africa, Asia and the Middle East.

We work in 15 different countries within the Global South, partnering with Jesuit works which target the marginalised, vulnerable and those living in poverty, regardless of background, ethnicity or religious beliefs. During the lifetime of IJI's last Strategic Framework 2017-2021, IJI's International Development Programme has provided over €7.4 million in aid, reaching 512,325 direct beneficiaries in some of the most disadvantaged communities worldwide. We continue this commitment in this 2022-2027 Strategic Framework, focusing on education, health and well-being, protection and care of our common home.

Historically, the Irish Province has sent Irish Jesuit missionaries to Australia in 1865, to China and Hong Kong in 1926 and to Zambia in 1949. From 1980 onwards, Irish Jesuits were missioned to non-traditional territories such as Cambodia, Chile, Eastern Africa, El Salvador, Great Lakes Region and Paraguay. At present, there are 10 Irish Jesuits living and working in Africa and Asia; 5 in Zambia; 1 in Japan; 2 in Hong Kong; 1 in Zimbabwe and 1 in Syria.

This is our fourth strategic framework within IJI and is informed by the new commitments within the Society of Jesus, the Universal Apostolic Preferences (UAPs), which are an invitation to rethink how we live, how we work and how we relate to the people we serve. St Ignatius Loyola, the founder of the Society of Jesus, holds a 500-year anniversary this year, marking the moment his leg was shattered by a cannonball at battle in Spain, after which he was bedridden for a year. It was the turning point for Ignatius, the 'cannonball moment' where he cast aside his life as a soldier to take up the life of a poor pilgrim. In this Ignatian Year 2021-2022, it is a timely opportunity to renew our energy and focus on the marginalised, disadvantaged and those living in poverty.

"May this Ignatian Year be an opportunity to be renewed and to focus on what really matters" – Fr General, Arturo Sosa, Dec 2020

A handwritten signature in blue ink that reads "Ignatius Sosa". The script is fluid and cursive, with the first letters of "Ignatius" and "Sosa" being capitalized and prominent.

“*May this Ignatian Year be an opportunity to be renewed and to focus on what really matters*” – Fr General, Arturo Sosa, Dec 2020.

Today's environmental crisis is impacting in a particular way on the poor and vulnerable. Millions of people are living through climate displacement which is causing increased conflict and violence which threatens their safety. Action is needed urgently by all. Whole nations and people need an ecological conversion if we are to be honest custodians of this wonderful planet. We can still change the course of history. IJI commits to continuing to work with Jesuit partners in the Global South on ecology projects and supporting local smallholder farmers in adopting climate-smart agriculture.

In the spirit of renewed energy, the Irish Jesuit Province Apostolic Plan 2021 – 2026 has re-affirmed the Province's commitment to our colleagues and collaborators in the Global South. Following our own IJI strategic review in Jan 2021, we have re-shaped our programmes to ensure our efforts continue to reach those most in need in the Global South and maintain our valued relationships with our supporters and schools in Ireland.



A handwritten signature in blue ink that reads "John Guiney". The signature is stylized with a large, flowing 'J' and 'G'.

John K Guiney SJ
Director

ABOUT IRISH JESUITS INTERNATIONAL



ABOUT

IRISH JESUITS INTERNATIONAL

Who we are

Founded in 1945, Irish Jesuit International (IJI), is a registered charity that supports development partners in Africa, Asia and the Middle East. We work with people who are marginalised, disadvantaged and living in poverty.

What we do

We are the official outreach of the Irish Jesuit Province to our international partners.

Context of the IJI in the Irish Jesuit Province

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 Social Justice and Ecology. Delegates report directly to the Provincial. The IJI operates within the remit of the Social Justice and Ecology Desk.

Context of the IJI internationally within the Society of Jesus

There are various Jesuit NGOs and Jesuit Mission Offices worldwide providing support to Jesuit works in the Global South, each acting within its own strategic guidelines and geographical focus with 17 per cent of our international partners being common partners. Our membership within the Xavier Network (XN), a body of 14 Jesuit organisations such as ourselves, is a crucial means of ensuring collaboration and coordination in support of our international partners and leads way for strategic engagement on critical issues such as safeguarding and sustainability. IJI leads on raising safeguarding standards within this network, to ensure children and vulnerable people in the projects we support, continue to be protected.

OUR STRATEGY



OUR STRATEGY

The vision, mission, core values, priorities and principles which guide this framework 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.

Our Core Values

Inspired by the Gospel and sent on mission to the new frontiers of our time, we 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 in the poorest parts of the world.

Our Priorities

The Universal Apostolic Preferences (UAPs) have been designed to concentrate the energy within the Society of Jesus between 2019-2029. Our Strategic Framework is an opportunity to align our work to these preferences, with particular focus to:

Walk with the Excluded

Walk with the poor, the outcasts of the world, those whose dignity has been violated, in a mission of reconciliation and justice

Care for our Common Home

Collaborate for the protection and renewal of God's Creation

Journey with Youth

Accompany young people in the creation of a hope-filled future

Our 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 young girls.
- Good governance—promoting best practice in governing and managing projects paying particular attention to openness, accountability and transparency.
- Catholic Social Teaching (CST)—embracing a holistic approach to development¹
- Environmental sustainability—encouraging the enhancement of the environment and sustainability of the earth within our supported works.
- 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 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; practicing Ignatian discernment; engaging the world through a careful analysis of context, in dialogue with experience, evaluating through reflection for the sake of action.

OUR STRATEGIC GOALS



OUR STRATEGIC GOALS

The following are our strategic goals for 2022 – 2027:



1. **International Development Programme:** to improve the quality of life and walk with those who are marginalised, disadvantaged and living in poverty in Africa, Asia and Middle East.



2. **School Engagement Programme:** to support Jesuit Schools in Ireland maintain linkages to our Jesuit development partners in the Global South for mutual learning and sharing.



3. **Missionary Support Programme:** to provide quality support to Irish Jesuit missionaries on mission.



4. **Supporter Engagement Programme:** to nurture our relationship with current supporters through effective communications and build new audiences.



5. **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, Asia and the Middle 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 to bring about a more just world.
- The UAPs 2019-2029 guiding us to 'walk with the excluded', 'care for our common home' and 'journey with youth'.
- Ireland's Policy on International Development, 'A Better World' with top three priorities of protection, food and people.²

Our key international development partners are:

- Jesuit Refugee Service (JRS) in Africa, Middle East and South Asia
- Jesuit Eastern Africa Province
- Jesuit Southern Africa Province
- Jesuit Chinese Province
- Jesuit missionary projects and emergency response
- Xavier Network

We will continue to work with people who are at risk of poverty and marginalisation due to:

- Conflict and war
- Socio economic background
- Displacement
- Gender
- Ethnicity
- Climate change
- Emergencies

Our International Development Programme will continue to reach a minimum of 100,000 direct beneficiaries each year in over 12 countries, with the support of the Irish public, our Irish Jesuit Schools and our institutional donors.



“Ireland’s volunteering and missionary traditions have seen educators, health workers and others build deep personal connections with people and communities around the world, connections which resonate at home and abroad”

A Better World: Ireland’s Policy for International Development (2019)

Transparency, Accountability and Monitoring

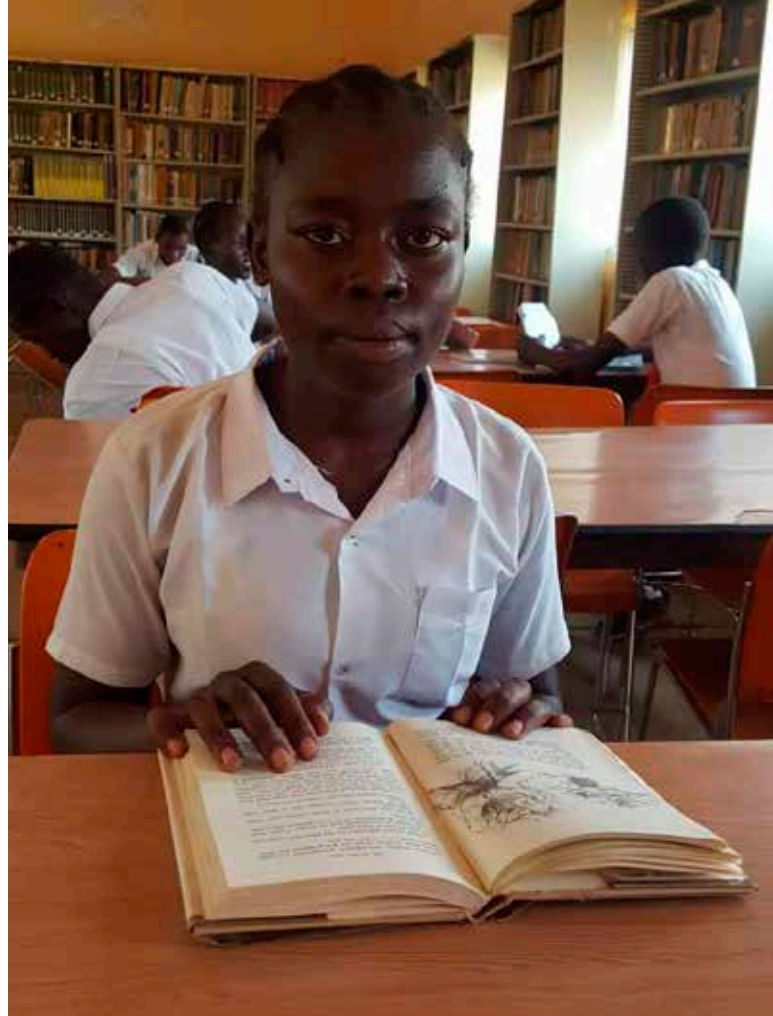
In addition to our direct work at the grassroots field level with our partners, a second level of oversight and governance on each of our grants is enhanced by our partner oversight bodies including:

- JRS Country and Regional Offices overseeing each of our grants at project level.
- Jesuit Development Offices overseeing each of our grants within a Province at works level.

Given this crucial second tier of oversight, we work with Development Offices in building their own capacity of oversight and governance, through supporting:

- Staff salaries
- Training for Development Office staff
- Safeguarding monitoring, training and providing resources
- Immersion Visits between Development Office staff across different Provinces, to facilitate learning and sharing of better practice

Following an accompaniment model, IJI works hand-in-hand with Development Offices on proposal development, maintaining donor compliance standards and reporting requirements to ensure the local team is equipped to oversee grants of large institutional donors. There are currently 57 Jesuit Development Offices worldwide providing direct support to projects within their own Jesuit Provinces.



“Access to quality education is still not universal, with large gaps at secondary level. Significant efforts are required to retain girls at this level. This can yield significant benefits for girls in later life, with education helping to reduce early and child marriage...”

A Better World: Ireland's Policy for International Development (2019)

We focus our work in building the capacity of three of these Development Offices which are:

- The Zambia Malawi Development Office within the Southern Africa Province
- The Eastern Africa Development Office
- The China Development Office

Our team member, the IJI Roving Monitoring & Evaluation Advisor, provides an opportunity for in-person monitoring visits at field level, to perform finance checks on transaction lists, monitor grant expenditure, speak with clients and beneficiaries to hear their feedback on the project, and talk with partner staff with regards to project implementation, oversight and governance within the project.

To ensure full accountability and in line with donor requirements, we will continue to have each of our grants over €30,000 individually audited by an audit company in-country, and a desktop check on transactions is completed by our own team.

We will continue to require our partners to meet a range of standards in relation to governance, project management, safeguarding, needs assessment and finance management in order to qualify for support.

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



Irish Jesuits International supports the Sustainable Development Goals

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.
- Supported persons with additional needs to reach their potential.
- Improved access to vocational skills training and livelihood opportunities resulting in reduced vulnerability.
- 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, with IJI focusing on education for the marginalised, vulnerable and those living in poverty in line with the UAPs 'Walking with the Excluded' and 'Journeying with Youth'.

IJI provides support to those marginalised through a range of levels including:

- Pre-primary schools
- Primary schools
- Secondary schools
- Tertiary education
- Teacher Training Colleges
- Teacher in-service training
- Vocational Training Centres (e.g., carpentry, tailoring, electrical engineering, solar panel maintenance, etc)

Our beneficiaries will continue to be those most in need, in areas where there is limited access to education, poor retention of girls in education due to early marriage and poor levels of training for those teaching. We will continue our support in key countries such as South Sudan, where only 2.7% of primary teachers have university education and 33% of primary school teachers have Senior 4 qualifications³ - the equivalent to Ireland's Junior Certificate Examination at their highest qualification.

We will continue to support income generation activities, which upskill and train refugees, people who are internally displaced in their own country (IDPs), and marginalised women in rural areas with limited access to provide for their families.

“Girls in crisis-affected countries are especially likely to miss out on education, being two and half times more likely to be out of school than boys.”

Irish Aid Annual Report 2019.⁴





We will continue to work with partners, such as St. Peter Claver Ecological and Computer Training Centre (SPECC) Students in Rumbek, South Sudan where their 2021 graduation saw:

- 4 students graduate in Basic Solar and Electricity.
- 15 students in Basic Solar Water Pumps Installation and Maintenance.
- 8 students in Basic Construction, Water and Sanitation.
- 11 students in Basic Plumbing.
- 10 students in Basic Computer Software Installation and Hardware Maintenance.

“Thanks for making all this possible during these difficult times of COVID-19”

Fr. Wanyonyi Eric Simiyu SJ, SPECC Rumbek

OBJECTIVE 2: IMPROVE THE PROTECTION OF THOSE MOST VULNERABLE WITHIN OUR CARE AND SURROUNDING COMMUNITIES

In line with the Irish Jesuit Province Apostolic Plan 2021-2026, IJI will continue the Province's objective to "cultivate a culture of care of the excluded grounded in dignity, justice and reconciliation". IJI will continue our commitment to championing safeguarding and protection with our own partners in the Global South, and beyond that - with 13 other Xavier Network (XN) members whose partners span across 87 countries.



The Xavier Network is an international mission and development partnership between Jesuit organisations to promote justice. Members include:

- ALBOAN
- Canadian Jesuits International
- Entreculturas
- Fundação Gonçalo da Silveira
- HUBEJE
- Jesuit Missions Australia
- Jesuit Missions UK
- Jesuiten Weltweit (Swiss)
- Jesuitenmission (Germany)
- Jesuitenmission (Austria)
- MAGIS (Italy)
- MAGIS Americas
- Oeuvre des Missions Catholiques Française d'Asie et d'Afrique

Informed by the Sept 2021 XN Safeguarding Training Survey, a collaborative effort between the IJI, XN and Georgetown University, 1,248 respondents across 75 countries have indicated the appetite for more training, with a request for other languages in addition to English and online access for those in difficult to reach areas and as an immediate response, which personnel await face-to-face training.

Our protection approach is informed by the work within Promotion of a Consistent Culture of Protection (PCCP) project of the Society of Jesus. Our approach will continue to be multi-faceted and will include:

- Maintenance of the on-line resource library⁵ to which all Xavier Network partners in 87 countries are directed to, in order to access information on:
 - Safeguarding and protection training available within the Society of Jesus
 - Safeguarding and protection courses provided beyond the Society of Jesus
 - Audio and visual materials for use at field level and in schools

- Key sample documents for effective safeguarding within organisations
- Continue our role as lead agency within the Xavier Network on championing safeguarding and protection, which will include:
 - Chairing the XN Safeguarding Committee
 - Revising the annual XN Members safeguarding audit and reporting back to XN Directors annually
 - Engaging with Jesuit institutes worldwide providing safeguarding and protection courses, in order ensure access of Xavier Network partners in the Global South to the most appropriate and accessible safeguarding and protection training available to them
 - Establishing mutually beneficial relationships between Jesuit Conference Safeguarding Delegates and XN members
 - Championing adherence to the XN Minimum Standards in Child Safeguarding at member and partner levels in the field
 - Validating adherence to the XN Minimum Standards in Child Safeguarding through the annual auditing process
- Continue to encourage safeguarding training at field level by:
 - Prompting IJI partners to access IJI funding for training and awareness campaigns within the community
 - Establishing linkages between projects at field level, Provinces and Jesuit institutes for access to safeguarding training facilitators
 - Upskilling Development Office staff in becoming safeguarding and protection trainers
 - Disseminating the IJI Global Child Safeguarding Training Manual to facilitate trainers at field level

Outcomes:

- Increased awareness of human rights including the rights of children, women and vulnerable persons.
- Increased prevention, protection, rehabilitation and assistance for victims and survivors of human rights violations.
- Increased training and support for champions of human rights, assisting our partners in building a consistent culture of care.
- Improved income generating capabilities of people who are marginalised, disadvantaged and vulnerable.



Why protection?

We are seeing injustice and human rights violations in countries around the world against children (those under 18 years) and against people who are vulnerable and living in poverty, who are unable to effectively defend their rights. Global human rights challenges such as abuse, displacement, disabilities, sextortion, rights of women and children and the rights of various minorities continue to be at the forefront of human rights agenda.

With increasing humanitarian crisis 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; to directly support survivors of human rights violations.

“We are committed – at the core of our being – to welcoming those who are vulnerable and that means ensuring rigorous safeguarding procedures are in place and the cultivation of a consistent level of care and best practice throughout our ministries, works and communities. Through the work of Irish Jesuits International, we have contributed to the development and implementation of a ground-breaking global project with similar goals. Safeguarding, as we have come to understand it, is not a static state one-time achievement, but an ever-evolving process,”

Irish Jesuit Province Apostolic Plan 2021 –2026.

“We commit ourselves to help eliminate abuses inside and outside the Church, seeking to ensure that victims are heard and properly helped, that justice is done, and that harm is healed. This commitment includes the adoption of clear policies for the prevention of abuse, the ongoing formation of those who are committed to mission, and serious efforts to identify the social origins of abuse. In this way, we effectively promote a culture that safeguards all vulnerable persons, especially minors.”

*Universal Apostolic Preferences of the Society of Jesus
2019-2029*



We will continue to work with our protection partners such as St Joseph Development Programmes in Kangemi, Nairobi:

“Your (IJI’s) timely support has made it possible to save lives which we would have lost had we not intervened to prevent sexual exploitation of the vulnerable women and girls who are most times taken advantage of in a slum setting like Kangemi, as they strive to fend for themselves and their children.”

Br. Magoba Ronald SJ, Executive Director at St Joseph Development Programmes

OBJECTIVE 3: PROMOTE GOOD HEALTH AND WELL-BEING

Outcomes:

- Increased access to safe drinking water and sanitation
- Improved quality and access to maternal health facilities
- Improved access to psychosocial support
- Improved access to quality health care
- Timely response to acute emergencies where families struggle to feed their households

Why health and well-being?

Ensuring healthy lives and promoting the 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 and wellbeing 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 support provided by our partners—in particular JRS—incorporates psychosocial care into their wider services.

Providing cash transfers and emergency food baskets to ensures people in conflict areas and those on the move can feed themselves and their families during times of immense upheaval and violent conflict.



“The COVID-19 crisis has disrupted essential health services around the world. Some services have been suspended to free up resources for COVID-19 patients and to reduce the risk of transmission. If universal health coverage is to become a reality by 2030, growth in the provision and use of essential health services must greatly accelerate”⁶



We will continue to work with partners providing psychosocial counselling support to those suffering from trauma, such as JRS operating in Maban and Yambio, South Sudan.

'People in South Sudan have suffered greatly over many years of conflict, displacement and the lingering threat of it. With the support of the Irish Jesuits International, JRS in South Sudan has been working to build on people's own coping capacities at individual and community levels. We do this through a home visitor programme, counselling, referrals, day care, physiotherapy and youth sports activities. We are grateful for the support of IJI which helps us help people identify and address their own needs in this fragile context.'

Noelle Fitzpatrick, Country Director of Jesuit Refugee Service South Sudan

OBJECTIVE 4: CARE FOR OUR COMMON HOME

We will continue to promote sustainable farming and support smallholder farmers and female heads of households in preparedness to reduce their risk to shocks and stresses, including environmental disasters, climate change and violent conflict.

Through our resilience approach, we will continue to improve nutrition levels for those in severe need.

Outcomes:

- Improved support to communities and households to absorb exposure to shocks and stresses
- Improved nutritional rates in marginalised and vulnerable households
- Increased access to support and trainings for smallholder farmers to grow climate resilient crops and use climate smart farming practices

Why care for our environment?

Fostering resilience to extreme climatic conditions is crucial to building stability in fragile contexts. We will continue to focus on climate resilient smallholder agriculture and the production of nutritious crops in marginalised communities.

We will continue to champion gender, with our focus on female headed households on many of the farms and trainings we support.

“821 million people in the world lack sufficient food, with around 45 percent of deaths among children under 5 years of age linked to under-nutrition.”⁷

“The effects of climate change threaten to undermine gains to date in tackling poverty, and the achievement of all development goals. Throughout this century, the impact of climate change is projected to slow down economic growth, exacerbate gender inequality, intensify fragility, further erode food security, and prolong existing and create new poverty traps.”⁸



"Arresting climate change is the major global challenge of this generation."

A Better World: Ireland's Policy for International Development



We will continue to work with our ecology partners, such as the Jesuit Centre for Ecology and Development in Kasungu, Malawi as they strive to support female heads of households in climate change resilient farming and eco-stoves:

“JCED is so close to my heart; I want to see it grow and scale up its impact on poor and vulnerable families of Malawi... I am so grateful for all the support by the IJI to JCED.”

Fr Adrian Makasa Chikwamo SJ, Director JCED

OBJECTIVE 5: SUPPORT THE JESUIT COMMUNITIES AND THEIR PASTORAL PROGRAMMES IN AFRICA, ASIA AND THE MIDDLE EAST.

We support Jesuits in our 3 partner Jesuit Provinces in their service to local communities:

- Eastern Africa Province
- Southern Africa Province
- Chinese Province

This service ranges from counselling services, youth leadership trainings, spirituality retreats, supporting community sports and art, supporting people through addiction to supporting people in prison and those newly released. These services are provided to people of different faiths and none.

Our pastoral support also assists in renovating community houses in need of repair (e.g. Roofing, water tanks, broken furniture, etc) to the construction of retreat centres.

Outcomes:

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

Why pastoral?

The majority of our international Jesuit partners in Africa, Asia and the Middle 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 non-religious (lay) people.

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.





We will continue to support our pastoral partners and their work, such as construction to expand Galilee Retreat Centre in Debre Zeit, Ethiopia:

“Your continued support to these and other works spread across the Eastern Africa Province more so in these precarious times of the COVID-19 pandemic is a clear testimony of your understanding of the missionary dimension of the Church, constantly in need of support”

Fr Allan Ggita SJ, Director of the Jesuit East Africa Province Development Office



GOAL 2: SCHOOL ENGAGEMENT PROGRAMME

To promote active engagement within Jesuit Schools in Ireland on global injustice

The School Engagement Programme has evolved over the years from its initial set up in 2014, focused on collaborating with the Jesuit schools in Ireland.

Objectives:

1. Foster an interest in volunteering post qualification in the international development sector
2. Increase students' understanding of the linkages between injustice in the Global South and how we live our daily lives
3. Nurture relationships between Jesuit schools in Ireland and Jesuit works in the Global South

Outcomes:

- International volunteering placements (short & long) for past pupils of Irish Jesuit Schools encouraged and facilitated by IJI, once qualified in their profession
 - International volunteering (short & long) for teachers within Irish Jesuit Schools facilitated through IJI
 - Transition Year students engaged with through social justice placements and internships at IJI
 - Career guidance counselling for students interested in joining the international development sector
 - Alumni bodies engaged with to further 'a faith that does justice'
 - Education for Justice modules⁹ promoted by IJI for teachers in Irish Jesuit Schools including:
 - [At the Frontiers](#): Where you can make a Difference
- Lenten Campaign presented to the Ignatian Formation Group for running within their Irish Jesuit Schools each year
 - 3 IJI seasonal newsletters and the Annual Report disseminated to all teachers within the Irish Jesuit Schools each year

- [Global Justice Perspectives](#): Key Issues that Divide our World
 - [One by One by One](#): Sex Trafficking
 - [On the Margins](#): Crime and Imprisonment
 - [Responding to Injustice](#): An Ignatian Approach
- Linkages supported between Irish Jesuit Schools and JRS Mikono Crafts to further the reach of refugees in Kenya in marketing their crafts internationally

“Development education encourages active engagement with the rapidly changing, interdependent and unequal world in which we live. It empowers learners with an increased awareness and understanding of how global justice and transnational issues intertwine with their daily lives.”

Irish Aid Annual Report 2019





A word from one of our schools:

“Belvedere College’s connection with South Sudan was in the school when I arrived. I decided to try to engage my students in a way that enabled them to connect more and to sow seeds of a commitment to people at the margins that may stay with them for life.... Connection with South Sudan has had a real impact on my life and my attitude and I am grateful to have it in my life”

Eoghan Keogh, Chaplain at Belvedere College



GOAL 3: MISSIONARY SUPPORT PROGRAMME

To provide quality support to Irish Jesuit missionaries while on mission

The accompaniment and support of Irish missionaries and Jesuit works abroad remain one of our key functions. There are currently 10 Irish Jesuits working in Africa and Asia. We provide 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 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 and accompaniment to the Irish Jesuit missionaries and their families while on mission
2. Provide logistical support to our Jesuit partners in Africa, Asia and the Middle East when visiting Ireland

Outcomes:

- Irish Jesuit missionaries working overseas welcomed on return to Ireland and supported in logistics and travel arrangements
- Communication maintained with family and friends of Jesuits on mission
- Records of Irish Jesuit missionaries kept accurate and up to date
- Annual gathering organised for missionaries and returned missionaries in Ireland
- Articles and stories circulated amongst our supporters reflecting the work of the Jesuit missionaries



A word from an Irish Jesuit Missionary:

“I have lived on one of the remotest refugee camps in the world, during this time, IJI has been a life line, sourcing practical items such a torches and even Barry’s Tea!

Small gestures such as sending torches and tea bags, when you are labouring in remotes parts of the world, are as important as assistance in securing financial assistance for projects. It is great that IJI do both.”

Fr Tony O’Riordan, SJ



GOAL 4: SUPPORTER ENGAGEMENT PROGRAMME

To nurture our relationship with current supporters through effective communications and build new audiences

Objectives:

1. Increase the reach of our communications
2. Raise awareness and promote action regarding global citizenship
3. Improve donor retention

In Ireland

We will continue to disseminate information on our work through various media outlets in Ireland and explore and pilot new avenues.

We will also continue our active participation in Mísean Cara working groups and continue to share information and learning from our international work.

We will continue to work in partnership with other Jesuit works and Jesuit networks abroad strengthening our collective voice to become a strong lobby to challenge social injustices.

We will collaborate with the Communications Office of the Province, as well as with JRS Ireland, Jesuit apostolates in Ireland and Irish Jesuit Schools to promote the social justice work of the Society abroad.

Outcomes:

- Improved communications between our communications team and our international development partners for sharing with the general public and our stakeholders
- Improved awareness of our work and issues affecting our international partners amongst our target audiences
- New potential marketing or communication opportunities identified to improve our ability to generate net income efficiently
- Coherent communications strategy operated in coordination with our Annual Planner and reported against on a quarterly basis
- Post-graduate students attending tertiary education bodies in Ireland matched with professional development worker assignments overseas



“When I was reading about the children of South Sudan having the highest illiteracy rate in the world I felt so lucky to get to go to school and learn.”

Sarah, 14 year old following her cake sale fundraiser in Milltown, Dublin



GOAL 5: 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 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 below objectives will guide our work.

OBJECTIVE 1: GOOD GOVERNANCE

Outcomes:

- Compliance with the Charities Regulator Governance Code
- Annual Returns submitted to Charity Regulator
- Annual Audit of IJI accounts conducted by recognised external audit firm
- Three Board of Advisor meetings held annually
- Maintenance of minutes of weekly IJI Team Meetings
- Adherence to IJI Policies agreed by all IJI Team Members through Acceptance Forms
- Induction of any new IJI team or board members to the IJI Policies approved by the board

OBJECTIVE 2: FACILITATE STAFF DEVELOPMENT

Outcomes:

- All staff of IJI 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 Continuous Professional Development (CPD) opportunities

IMPLEMENTATION



HOW WE WILL IMPLEMENT OUR STRATEGIC FRAMEWORK

It will be the responsibility of the Director and Operations Manager in conjunction with the team to ensure that the IJI Strategic Framework is implemented.

We will implement this framework through:

- Coordination and programming within our IJI team, using our Annual Planner, weekly team meetings, quarterly staff reports and our annual review process
- Quarterly reporting to our IJI Board against our Strategic Framework goals and objectives
- Coordination and programming with the Irish Province, continuing our role representing the Social Justice and Ecology works on the Province Operating Committee and our own IJI's Director's role as Consult to the Province.
- Continuing to coordinate with 13 other Jesuit NGOs in Canada, US, Europe and Australia (the Xavier Network) a common strategy and approach with key development partners

REFERENCES

1. Catholic Social Teaching (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. Irish Aid (2019) A Better World: Ireland's New Policy for International Development. Available at: <https://www.irishaid.ie/about-us/policy-for-international-development/aboutthenewpolicy/>
3. Government of Southern Sudan, Ministry of Education, Science and Technology, Directorate of Planning and Budgeting, National Statistical Booklet (2012). Building a better future: Education for an independent South Sudan, Education for All Global Monitoring Report. The World Bank, Africa Human Development Series (2012) Education in the Republic of South Sudan, Status and Challenges for a New System.
4. Irish Aid Annual Report (2019). Available at: <https://www.irishaid.ie/media/irishaid/publications/Annual-Report-2019.pdf>
5. Xavier Network (2022) Safeguarding: Manuals and Toolkits. Available at: <https://xavier.network/resources/safeguarding-manuals-toolkits/>
6. UN Sustainable Development Goals. Why it matters: Good Health and Well-Being. Available at: <https://www.un.org/sustainabledevelopment/health/>
7. UN Sustainable Development Goals. Available at: <https://sdgs.un.org/goals/goal3>
8. New Climate Economy (2018) Accelerating Climate Action in Urgent Times. Available at: https://newclimateeconomy.report/2018/wp-content/uploads/sites/6/2018/09/NCE_2018_FULL-REPORT.pdf
9. IJI Resources (2022) Available at: <https://www.iji.ie/resources/>



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